

INFANTRY RIFLE COMPANY/COMPANY TEAM IN THE DEFENSE PART I

Subcourse Number IN0753

Edition D

United States Army Infantry School
Fort Benning, Georgia

Five Credit Hours

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GENERAL

This subcourse is designed to teach the basic information on infantry rifle company/company team defense. This subcourse contains information on conducting ground reconnaissance for a defensive operation, preparing company battle positions, developing company fire, and obstacle plans, conducting a delay or withdrawal, and consolidating and reorganizing following enemy contact.

There are no prerequisites for this subcourse.

This subcourse reflects the doctrine which was current at the time it was prepared. In your own work situation, always refer to the latest publications.

The words "he", "him", "his", and "men", when used in this publication, represent both the masculine and feminine genders unless otherwise stated.

TERMINAL LEARNING OBJECTIVE

Action: Identify how to conduct an infantry company in the defense. Conduct ground reconnaissance for a defensive operation, prepare company/company team battle position, develop/review fire support plan to support unit mission, develop company/company team obstacle plan, conduct a company/company team delay or withdrawal under enemy pressure, conduct a company/company team withdrawal not under enemy pressure, and consolidate and reorganize following enemy contact.

Condition: You will be given the subcourse material contained in this lesson.

Standard: The student will demonstrate his comprehension and knowledge of Subcourse achieving a minimum of 70 percent on a multiple-choice base examination.

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Lesson 1

PREPARE FOR AN INFANTRY COMPANY DEFENSIVE OPERATION

OVERVIEW

Lesson Description:

In this lesson you will learn to prepare for an Infantry Company Defensive Operation.

Terminal Learning Objective:

- Action: Identify how to conduct ground reconnaissance for a defensive operation, prepare company/company team battle position, develop/review fire support plan to support unit mission, and develop company/company team obstacle plan.
- Condition: Given the subcourse material contained in this lesson.
- Standard: The student will demonstrate his comprehension and knowledge by identifying how to conduct ground reconnaissance for a defensive operation, prepare company/company team battle position, develop/review fire support plan to support unit mission, and develop company/company team obstacle plan.
- References: The material in this lesson was derived from the following publications:
- FM 7-10.
FM 71-1.

INTRODUCTION

1. Purpose of Defense.

The purpose of defense is to defeat the enemy's attack and gain the initiative. Defense is a temporary measure conducted to identify or create enemy weaknesses that allows for the early opportunity to change over to the offense. Initially outnumbered, the defender uses maneuver and firepower to first blunt the attack, then concentrate combat power to counterattack and direct friendly strength against enemy weakness. Defensive operations achieve one or more of the following:

- o Destroy the enemy.
- o Cause an enemy attack to fail.
- o Deceive the enemy.
- o Gain time.
- o Concentrate forces elsewhere.
- o Control key terrain.
- o Wear down enemy forces before conducting offensive operations.
- o Retain terrain.

As stated, the immediate purpose of any defense is to defeat the attack. Other purposes, while important, are not the primary focus of the defense.

Defense is used to gain time for reinforcements to arrive or to economize forces in one sector while concentrating forces for attack in another. In either case, a defense or a delay may achieve these purposes.

In other cases, portions of a force may be required to retain key or decisive terrain or essential, strategic, operational, or tactical objectives. Even in offensive operations, air assault, airborne, or amphibious forces may need to defend deep objectives until a larger force can link up with them. Whatever its larger purpose, the immediate challenge of any defensive operation is to recapture the initiative and thus create the opportunity to shift to the offensive. All activities of the defense must contribute to that aim.

2. Role of the Rifle Company.

Because of its limited mobility and firepower, the infantry rifle company is best employed:

- o To defend rugged or heavily wooded terrain.
- o To defend in urban areas.
- o To defend in armor-restrictive terrain.
- o To defend a river line.
- o To defend a strongpoint along with armor and mechanized units.
- o To secure a rear area.
- o To patrol, infiltrate, and conduct assault operations.

3. Characteristics of the Defense.

The following characteristics of the defense should be the basis of all company defensive operations:

- o **Preparation.** The defender arrives in the battle area before the attacker. He must take advantage of this by making the most thorough preparations for combat that time allows.
- o **Disruption.** Defensive techniques vary with the circumstances, but all defensive concepts of operation aim at spoiling the attacker's coordination. Use counterattacks, counterbattery fires, obstacles, and retention of key or decisive terrain to prevent the enemy from concentrating their strength against portions of the defense.
- o **Concentration.** The defender must concentrate combat power at the decisive time and place if he is to succeed. He will have to mass enough combat power to avoid defeat throughout the battle and, if he is to defeat the attacker, he must obtain a local advantage at points of decision. To do this, the defender normally has to economize in some areas, retain (when necessary, reconstitute) a reserve, and maneuver to gain local superiority.

- o **Flexibility.** Defensive operations require flexible planning and execution. In exercising the initiative, the attacker decides where and when combat takes place. The defender must be agile enough to counter the attacker's blow and then to strike back effectively.

PART A - CONDUCT GROUND RECONNAISSANCE FOR DEFENSIVE OPERATION

1. General.

Before occupying a defensive position; you, as the company commander, normally halt your company short of the position, establish local security, and assemble your platoon leaders for a reconnaissance of the position.

2. Reconnoiter the Position.

You may first reconnoiter the position without your platoon leaders and then conduct another reconnaissance with them. During the reconnaissance, you look for:

- o enemy avenues of approach;
- o primary, alternate, and supplementary positions for platoons and weapons;
- o deadspace in front of the positions; and
- o locations for the company command post (CP), observation post (OP), trains, aid station, and prisoner of war (PW) collection point.

After the reconnaissance, you and the platoon leaders return to the company and continue your preparation using the troop leading procedures. Once all plans and preparations are complete, your company moves forward to occupy its position.

At a predesignated place, you release control of the platoons to the platoon leaders. The platoon leaders move their platoons forward and occupy their positions. The platoon leaders follow the priority of work established by you in preparing their defensive positions.

3. Mission Orders.

Command and control in AirLand Battle uses mission-type orders that give subordinates a task(s) and the reason to accomplish it. Mission orders require you as the company commander to clearly understand what you are to do. If the order is issued face-to-face, you should not leave your commander until you are clear on the mission and its intent. You must then be able to express this in clear and concise language to your subordinates. This comes from the ability to use the commander's estimate of the situation, and a mastery of common doctrine and language. Subordinates must be able to understand the orders and exercise personal initiative to achieve the commander's intent.

Understanding what must be done involves application of the following steps:

Step 1: Mission Analysis.

- a. Mission and intent of commander two levels up.
- b. Mission and intent of immediate commander.
- c. Purpose.

- d. Assigned tasks.
- e. Mission-essential tasks.
- f. Constraints and limitations.
- g. Restated mission.
- h. Tentative time schedule.

Step 2: Estimate of the situation and determination of courses of action (COAS).

- a. Terrain and Weather.
 - o Terrain - Observation and fields of fire, cover and concealment (OCOKA).
 - o Weather - visibility, mobility, survivability.
- b. Enemy situation and most probable COA.
 - o Intentions.
 - o Capabilities.
 - o Most probably COA (doctrine and situation).
- c. Friendly situation.
 - o Troops available.
 - o Time available.
- d. Friendly courses of action.

STEP 3: Analysis of courses of action.

- a. Significant factors.
- b. Wargame.

STEP 4: Comparison of courses of action.

STEP 5: Decision.

4. Combat Orders.

You are responsible for keeping your men informed through the platoon leaders. A primary way of doing so is through the combat order. Combat orders are usually given orally at company level. They tell what is to be done and how it is to be done. Orders must be:

- o **clear** (to ensure they are understood),
- o **complete** (to provide required information), and
- o **concise** (to avoid nonessential or confusing information).

For efficiency, and to avoid long and complex combat orders, the company should develop and practice standing operating procedures (SOP). (An SOP establishes a set way of doing certain tasks that will be repeated often.) Well thought-out, understood, and practice SOPs simplify orders and result in faster responses. Each platoon must follow the company SOP and should develop its own (platoon) SOP.

There are three general types of orders that you use: the warning order, the operation order (OPORD), and the fragmentary order (FRAGO).

Warning Order. You issue a warning order to your subordinate leaders in order to provide them with advance notice of an impending mission. This allows them to make maximum use of their time for preparation. The warning order should be brief, but it must cover the information the subordinate leaders need to start preparing for the mission. The warning order should include:

- o a brief discussion of the situation,
- o the mission,
- o the time of the operation,
- o any specific instructions, and
- o the time and place for the operation order.

After receiving your warning order, each subordinate leader should prepare his own warning order and issue it to his subordinate leaders and/or troops.

Operations Order. An OPORD gives the subordinate leaders the essential information needed to carry out an operation. OPORDs use a five-paragraph format (shown below) to organize thoughts and ensure completeness. They also help subordinate leaders understand and follow the order. Use a terrain model or sketch along with a map to explain the order. When able, give the order while observing the objective area.

OPORD FORMAT

1. SITUATION

- a. Enemy Forces
 - (1) Disposition, composition, strength.
 - (2) Capabilities.
 - (3) Most probably course of action.
- b. Friendly Forces.
 - (1) Higher headquarter's mission and intent.
 - (2) Left unit's mission.
 - (3) Right unit's mission.
 - (4) Unit forward of your area of operations (AO); for example, covering force.
 - (5) Unit in reserve for higher headquarters, or units following.
 - (6) Units in support of your higher headquarters.
- c. Attachments and Detachments. (Task organization--as it relates to pending changes.)

2. MISSION

(Mission is task/purpose; it includes who, what, when, where, why, in logical order. Use only geographical references; for example, coordinates or terrain features with coordinates, not objective names.)

3. EXECUTION

a. Concept of Operation. (General scheme of maneuver in words. Include your intent, task(s) with purpose and should identify the main and supporting efforts.)

(1) Maneuver. (General scheme of maneuver in words. Identify main and supporting efforts. Tasks with purposes and each maneuver.)

(2) Fires (See fire support overlay if used, or operations overlay and execution matrix. Address priority of support, priority targets, or pre-planned fires.)

(3) Intelligence (not normally required at company level).

(4) Engineering. (Address priority of support in terms of work, (mobility, countermobility, survivability) and effort (units, terrain, positions). State scatterable minefield emplacement authority.)

b. Subunit Instructions. (In order, 1st, 2d, 3d, platoons, and so forth. Specific tasks to specific unit).

c. Consolidation.

d. Coordinating Instructions: (Anything applicable to two or more units).

Mission-oriented protective posture (MOPP)

Operational exposure guide (OEG)

Troop Safety

Air Defense Artillery (ADA) Warning, Weapons Control Status (WCS)

(1) (As required.)

(2) Emphasize reconnaissance and surveillance (R&S) plan requirements.

4. SERVICE SUPPORT

a. General.

(1) Combat trains' location. (Movement instructions.)

(2) Field trains' location.

b. Material and Services. (As required.)

c. Aid Station. (As required.)

d. Miscellaneous. (As required.)

5. COMMAND AND SIGNAL

a. Command:

- (1) Command post located VIC XYZ, or moves with...
- (2) Executive Officer (XO) located VIC XYZ, or moves with...

b. Signal:

- (1) Signal Operations Instructions (SOI) index ().
- (2) Visual signals. (As required.)

ACKNOWLEDGE. (USE THE MESSAGE REFERENCE NUMBER.)

ANNEXES A - Intelligence/Intelligence Overlay(s).

B - Operation Overlay/Concept Sketches.

C - (As required.)

FRAGMENTARY ORDER. A FRAGO provides brief, specific, and timely instructions. Elements normally found in a complete order may be omitted when these elements have not changed, when they are not essential to the mission, when they might delay or duplicate transmission, or when they are unavailable or incomplete at the time of issue. Fragmentary orders are normally used to issue supplemental instructions or changes to a current OPORD while the operation is in progress.

5. Summary.

This concludes the discussions on conducting ground reconnaissance for a defensive operation. We covered items you must look for such as, enemy avenues of approach, and primary, alternate, and supplementary positions for your platoons and weapons. We also discussed the preparation and issuance of combat orders, including warning orders, OPORDs, and FRAGOs. We will now discuss preparation of an infantry company battle position.

PART B - PREPARE INFANTRY COMPANY BATTLE POSITION

1. General.

On receipt of a battalion defense order, you start your troop leading procedure and make an estimate of the situation. Your estimate is a consideration of mission, enemy, terrain, troops and time available (METT-T). This consideration of METT-T helps you determine how to employ your platoons and weapons, and how to support them with indirect fire.

You consider your mission relative to what your unit is supposed to do. You must be sure you understand all stated and implied tasks for your company.

You consider the type enemy (infantry, motorized infantry, armored) you will fight. This has an impact on how you will deploy your platoons and weapons.

You consider the type terrain on which you will be fighting and also the weather conditions under which you will be fighting. When considering the terrain, you analyze it for observation and fields of

fire, cover and concealment, obstacles, key terrain, and likely enemy avenues of approach. You consider the weather and how it will affect soldiers, equipment, visibility, and trafficability.

You consider the troops you have available to defend your position and also the time you have for preparing the defense.

2. Defense Plan.

After receiving the mission to defend, and after considering METT-T, you develop a defense plan. This plan includes:

- o Employment of the forward platoons.
- o Employment of the reserve (if used).
- o Employment of antiarmor weapons and tanks.
- o Employment of company mortars.
- o Use of other indirect fire.
- o Use of mines and obstacles.
- o Security measures.
- o Combat service support.
- o Selection of a CP and/or an OP.
- o Priority of work.

Employment of the Forward Platoons. You assign each platoon a primary position to defend and a sector of fire. Each position must:

- o meet the company's requirement to stop the enemy forward of the company's position;
- o tie-in with and provide mutual support to adjacent units;
- o concentrate fire on the enemy and block avenues of approach;
- o have good fields of fire;
- o have cover and concealment; and
- o allow dispersion both laterally and in depth.

The following is a guide for positioning platoons:

- o On ideal terrain, a full strength platoon can occupy a position about 400 meters wide ([Figure 1-1](#)).

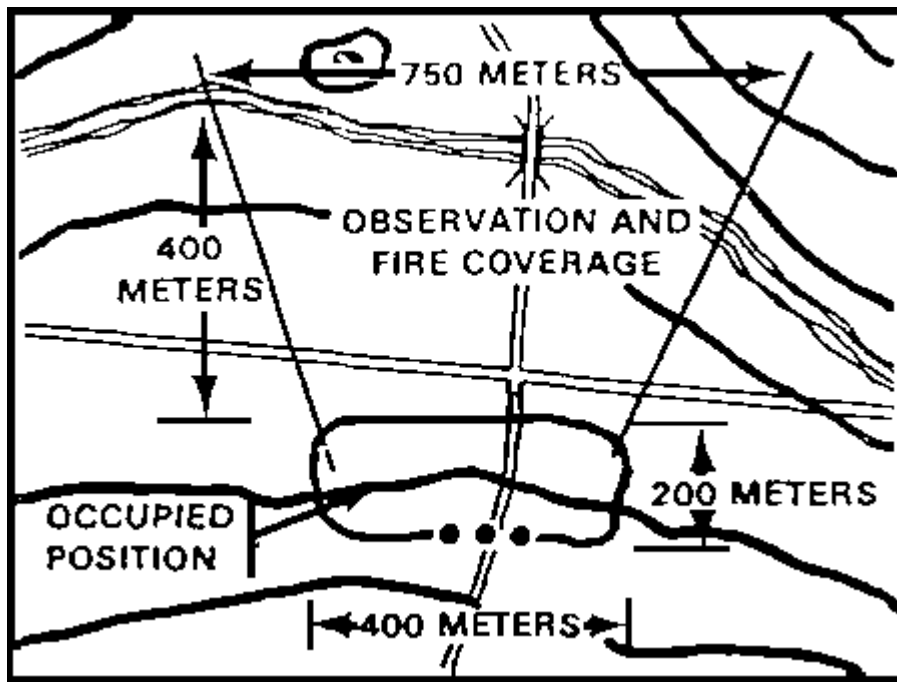


Figure 1-1. Platoon Position.

- o On ideal terrain, a full strength platoon can control by observation and fire, a sector about 750 meters wide (with good fields of fire) out to about 400 meters (rifle range). Its position may be as much as 200 meters deep.

You may also assign alternate and/or supplementary positions to your platoons. Depending on the time available and the situation, both alternate and supplementary positions may not be assigned.

An alternate position is a position to the front, flank, or slightly to the rear, of the primary position. It must let the platoon cover the same sector of fire as the primary position. It may be a position forward of the primary position, with less concealment, to be occupied when visibility is poor. It may be to the rear or flank of the primary position and occupied if the platoon is driven out of the primary position by enemy fire or assault.

A supplementary position is to the flank or rear of the primary position and lets the platoon defend against an attack on an avenue of approach not covered by the primary position. A supplementary position may be assigned when the platoon covers more than one avenue of approach.

A platoon moves from its primary, alternate, or supplementary position only with your approval or when a condition exists that you have prescribed as a reason to move.

Each platoon leader prepares and provides the company commander with a platoon sector sketch. These sketches help you determine whether or not the company sector is adequately covered. These sketches do not, however, reduce the need for you to physically inspect your company's defense.

Employment of the Reserve. If your company has a reserve, it may be positioned in the rear of the forward platoons to add depth to the defense. The reserve may be a platoon, or one or two squads. You give the reserve a primary position and one or more supplementary positions. The primary position is on the most likely enemy avenue of approach. The supplementary positions are on other, less likely

avenues of approach. It may move from one position to another as required. Your reserve may have one or more of the following missions, generally assigned in a priority:

- o **Block a penetration.** The reserve blocks an enemy penetration by fire. The forward platoons help by firing across the neck and flanks of the penetration. They continue to hold their flanks. When the reserve is blocking a penetration, a counterattack to eject the penetrating force is usually made by the battalion reserve. Indirect fire helps to contain and reduce the penetration.
- o **Secure the company flanks and rear.** The reserve prepares supplementary positions to secure the company flanks and rear. You direct which approaches to secure. The reserve's position must tie-in with the supplementary positions of the forward platoons and with adjacent units. The reserve may have to occupy a supplementary position to secure a flank when the sector of an adjacent company has been penetrated.
- o **Support a forward platoon by fire.** For this mission, the reserve is positioned where it can fire into unoccupied areas between forward platoons and on their flanks and rear. The reserve's position must be close enough to the forward platoon's primary position so that it can hit enemy troops that penetrate that position. The reserve is normally kept intact and is moved by you as the situation dictates.
- o **OPs and security patrols.** You prescribe what security and surveillance responsibilities the reserve will have. These may require the use of guards, OPs, and security patrols. The reserve may have nuclear, biological, and chemical (NBC) detection devices, night vision devices, trip flares, antipersonnel mines, and noisemaking devices for early warning. The reserve may help secure the company CP, mortar section, and crews of supporting weapons in the company sector. OPs watch unoccupied parts of the company sector. They watch avenues of approach and key terrain. Security patrols reconnoiter those areas which cannot be seen by other means and keep contact with adjacent units. They can also be a means of communications between OPs.
- o **Counterattack.** The objective of a counterattack is normally to destroy the enemy that has penetrated the defense or to eject him from the penetration. You plan for a counterattack on one or more likely penetrations. Each is a complete attack plan. Each has a tentative objective and a direction of attack. A plan may have a line of departure (LD), a route to the LD, and an attack position. With time, each counterattack plan is rehearsed. At least, a dry run or walk through of the attack is done. This helps inform the forward platoons of the plans. The reserve conducts its other tasks until the counterattack order is given by the commander. It must then attack with speed and fury. It must be given priority of supporting fire ([Figure 1-2](#)).

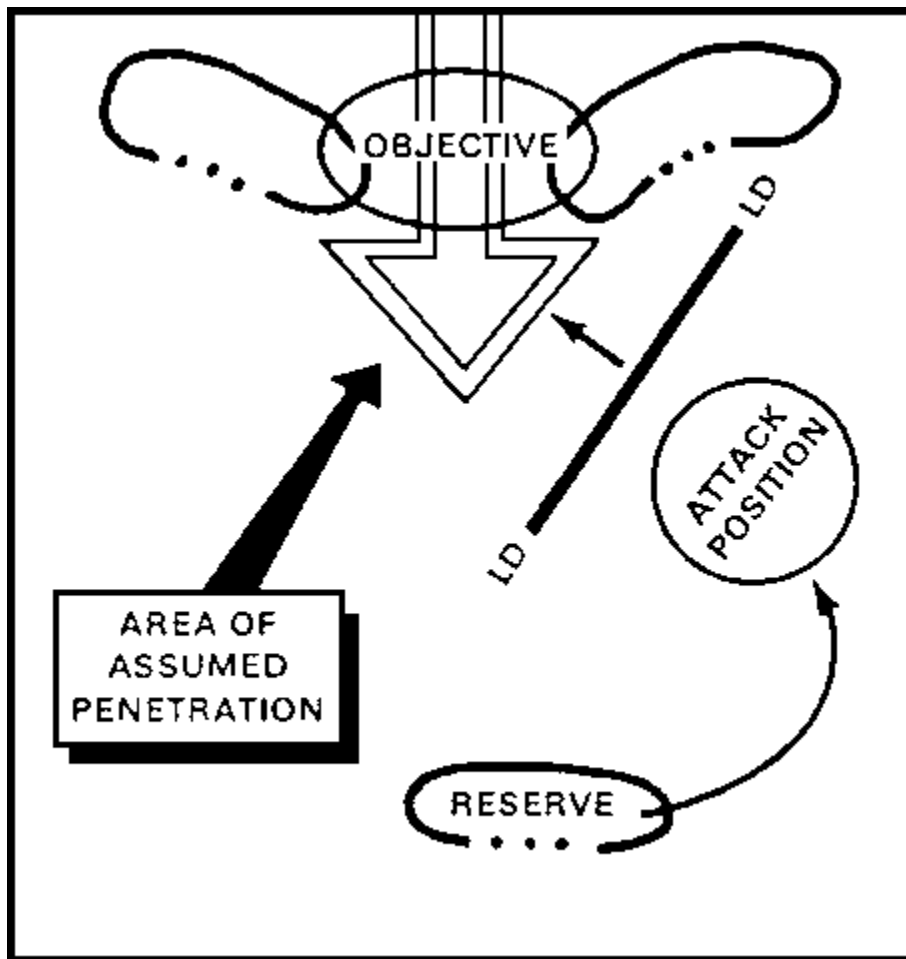


Figure 1-2. Counterattack.

Employment of Dragons or 90mm Recoilless Rifles. Platoon leaders normally assign positions and sectors of fire or engagement areas to Dragons. However, you may direct the general position and sectors of fire or engagement areas of any Dragons covering key areas. You may, for example, tell a platoon leader to position his Dragons on the flank of his position to tie-in with the company's TOWs, or those of an adjacent unit, to insure an area is covered.

Regardless of who assigns the positions and sectors of fire, you check and adjust weapon positions to be sure that there are no gaps and that units and weapons have mutual support. You may also do this with machine guns.

Employment of Tube-Launched, Optically-Tracker, Wire Guided (TOW) Missiles. These are deployed by section (two TOWs). You or the weapons platoon leader assign them general support positions. You also assign them primary and secondary sectors of fire or engagement areas. There should be at least 1 300-meter separation between TOWs so that no two weapons can be suppressed by the same enemy fire. Positions should allow for mutual support between TOWs, and between TOWs and other antitank weapons. Some security is gained for TOWs by having them near or behind rifle units.

Some TOWs may be positioned temporarily near or forward of the FEBA to have early, long-range shots at enemy vehicles. As the enemy closes on them, the TOWs move to positions to the rear or on the flanks.

If one or more of the battalion TOW sections are attached to the company, your weapons platoon leader must concentrate his efforts on controlling the TOWs. Consequently, the weapons platoon sergeant, or the mortar section leader, controls the mortars.

Employment of Tanks. A tank platoon may be under the operational control (OPCON) of your rifle company. Teamed with infantry and with artillery support, tanks have an excellent counterattack capability. They may be repositioned quickly, even when under fire.

There are two basic ways for a defending rifle company to employ tanks. In both, you pick their general positions and sectors of fire. You are helped and advised in this by the tank platoon leader who picks the tanks' exact positions and controls their fire and movement.

The first way is to integrate the tanks throughout the company position, both laterally and in depth, to cover armor avenues of approach. This may be done when there are only a few good firing positions or when the terrain restricts fast tank movement. Each tank should have mutual support with at least one other tank. Mutual support should also be arranged among tanks, TOWs, and Dragons. This employment of tanks allows coverage of the company sector. It makes it easier for tanks to hit the enemy with flanking fire from different directions and makes it hard for the enemy to suppress all the tanks at one time. The tanks remain under the control of the tank platoon leader.

The second way to employ tanks is to hold them in reserve in a position behind the forward infantry platoons. This may be done when there are several armor avenues of approach into the company sector. There must, however, be sufficient tank firing positions and routes to them. When targets appear, the tanks move to forward or flank firing positions. This allows quick concentration of the tanks at a critical point to repel an attack. It makes controls of the tank platoon easier and does not subject other troops to enemy fire directed at the tanks.

Employment of Company Mortars. Your company mortar section is positioned (if feasible) where it can fire into all or most of the company's sector. It should be far enough to the rear so that the mortar's minimum range does not keep it from hitting targets within the company sector battle position (BP). This allows the mortars to help stop an enemy that has penetrated the defense or help support a counterattack. A rule of thumb for positioning mortars is to have one-half to two-thirds of their range forward of the company position. However, the distance at which the company is capable of observing and identifying targets must be considered. Firing positions should be in defilade and concealed. Alternate firing positions are planned since it may be necessary to move due to enemy counterfire.

Use of Indirect Fire. You and your fire support team (FIST) chief plan indirect fire targets as far forward as the forward observers (FO) can see. You plan targets on all likely enemy approaches and on areas the enemy may use in the attack, such as OPs, overwatch positions, assembly areas, assault positions, and defiles. Targets are also planned on and near friendly positions to stop likely penetrations or to support a counterattack.

You and the FIST chief plan the exact locations for any final protective fire (FPF). FPF is a barrier of fire planned on the most dangerous enemy avenue of approach to provide immediate close-in protection for defending troops during an enemy assault. It is planned as close as possible to friendly troops without endangering them. Once FPF is called for, it is fired continuously until you order it stopped. The company has FPF from its mortar section, and may have FPFs from the battalion mortars and/or supporting artillery.

A list of the indirect fire targets (target list) planned by you and the FIST chief is sent to the battalion fire support officer (FSO) for approval. Once the target list is approved, the FSO assigns a target number to each target and returns the list to you or the FIST chief. The target list is then distributed to the platoon leaders or their FO.

During the defense, your company may be supported by the company mortars, the battalion mortars, or any of the artillery units supporting the battalion.

Use of Mines. Both antitank and antipersonnel mines are used to complement obstacles and indirect fire. The family of scatterable mines (FASCAM) may be delivered by artillery or aircraft. If the sector is wide and the enemy can attack on a number of approaches, scatterable mine targets are planned on each approach. When the enemy attacks, the artillery fires the scatterable mines on the approaches the enemy is using. In addition, you can direct your FOs to adjust artillery scatterable mines on an enemy formation while it is stopped by an obstacle. This can break up his formations and cause heavy casualties.

Use of Obstacles. Your company uses mines, barbed wire, and other obstacles to cause enemy casualties and to canalize and slow the enemy to increase his exposure to defensive fire. A combination of antipersonnel and antitank obstacles should be used to slow or stop an attack.

For best results, obstacles are employed in depth. Existing obstacles should be reinforced to increase their effectiveness. All obstacles must be observed and covered by fire. That makes them more difficult to bypass or breach.

Security Measures. You establish a security system for your company to keep the enemy from observing or surprising the company. You base this system on orders received from the battalion, the enemy situation, the terrain, and visibility conditions. The system provides for both active and passive measures.

Active security measures include such things as OPs, stand-to, and patrols. You may require each platoon to have a set number of OPs. If you do not, the platoon leaders decide what they need. There should be at least one OP per platoon. In close terrain or during period of limited visibility, there may be one per squad.

You may also require a set number of men to be on security at all times. The number will vary with the enemy situation, terrain, and visibility. As a guide, at least one-third of the troops should be on security at all times.

When an attack is expected, your entire company should be on security. This degree of security should not be maintained for extended periods. You must keep in mind that your men need rest in order to function in future operations. Security, however, cannot be sacrificed for rest.

A stand-to is held both morning and evening to insure that every man adjusts to the changing light and noise conditions, and is dressed, equipped, and ready for action. The stand-to should start before first light. It should start before dark in the evening and last until after dark. The starting and ending times should vary to prevent establishing a pattern, but the stand-to must last long enough to accomplish its purpose.

The battalion may have its companies dispatch patrols whose missions contribute to battalion security.

You may dispatch patrols, in addition to those required by battalion, to satisfy the company's security needs. You may have the patrols reconnoiter deadspace in the sector, gaps between platoons, gaps between the company and adjacent units, or open flanks. Your company reserve normally provides these patrols.

Platoons may dispatch similar security patrols. All patrols sent out by your company or its platoons must be coordinated with the battalion S2.

Passive security measures include such things as camouflage, movement control, light and noise discipline, proper radiotelephone procedures, and the use of ground surveillance radars (GSRs), and ground sensors.

Ground sensors and GSR may be employed to give warning of enemy movement. TOW and Dragon gunners, with their daysights and nightsights, can add to the security effort both day and night. The company should use its night observation devices for surveillance.

Counterreconnaissance. This defensive consideration is a specific aspect of security operations. It usually has at least two possible courses of action. Enemy reconnaissance elements can be aggressively hunted and destroyed in the security zone, or they can be deceived and destroyed at the time of, or after, the enemy main body is engaged. Accurate and thorough intelligence preparation of the battlefield (IPB) and war-gaming are essential in either case.

Based on the main effort you have already selected, you decide what information and locations you must protect. You also consider what information would be apt to make the enemy act in a way you want him to (such as, to deploy prematurely, deploy too late, attack a false objective, or move into a trap).

Once you clearly understand what you want to achieve, you run through the estimate of the situation again. This time, you are specific in regard to the enemy's R&S elements. You consider their probable objectives, avenues of approach, method of operation, and relationship to the main body. You then plan how to find them and destroy them, or how to deceive them.

The choice between destruction or deception entails different risks. Choosing to destroy them in the security zone may tell the enemy where the company is and thus destroy the chance of surprising the main body. If you choose to deceive the enemy, the possible rewards are great; however, if the

deception fails and the enemy's R&S elements survive, they can continue to report friendly locations accurately.

You use ambushes, mines, obstacles, false fighting positions, security patrols, OPs, indirect fires, camouflage, demonstrations, and other measures to destroy or deceive the enemy's R&S elements. Aggressive counter-reconnaissance is essential to all security operations.

The company's plan is integrated into the concept of the operation and coordinated with the battalion's plan.

Combat Service Support. You select the general locations for the company trains, the company aid station, and the PW collection point.

Your company trains are usually split with some elements going with the company and other elements going with the battalion combat trains. Only those vehicles, personnel, and supplies needed to immediately support the company are forward with the company. Those not immediately needed remain with the company trains elements located with the battalion combat trains. The forward elements of the company trains should be in defilade (in a covered and concealed position) behind the company. Equipment (such as rucksacks, sleeping gear, and personal items) not continually needed by the soldiers should be maintained in the company trains and brought forward when needed.

The company aid station is located near your company CP. The PW collection point is located to the rear of the company, but away from the company CP.

Selection of the Command Post and Observation Post. When the terrain allows good observation over most of the company sector, you select an OP, normally in a forward platoon position, from which you can observe the fighting. (Your OP is not the same as an OP established for security.) It may be necessary to select more than one OP to provide observation over the entire sector. Although the OP is your battle station, you go where you are needed, keeping the CP informed of your location.

You select a CP to the rear of the forward platoons. The CP should be in defilade and concealed from air and ground observation. You also select covered and concealed routes to and from the CP. The CP normally provides its own security with headquarters personnel. Additional security may be obtained by positioning the CP near the reserve. It may, in special situations, be necessary to secure the CP with a rifle squad.

When the terrain allows only limited observation over the company sector (a squad sector for example) you may not select an OP. You may select only a CP and operate from it. In this case, you would still move to where you are needed but the CP would be your battle station.

Both the OP and CP are dug-in and fighting positions are prepared.

3. **Preparation of Positions.**

You and your subordinate leaders must supervise the preparation of defensive positions. You assign levels of preparation to platoon battle positions based on the battalion task force commander's intent, the time available, and his visualization of the battle. You may raise the level of preparation of positions you are assigned to defend, but may not lower it. The levels of preparation used by platoons and company teams are occupy, prepare, and reconnoiter. These levels are defined as follows:

- o Occupy. Your company team will occupy the BP from which it initially defends. The position will have first priority for reconnaissance and preparation prior to the initiation of the defense. Your company team must occupy this position ready to fight not later than the time specified in the battalion OPORD mission statement.

- o Prepare. Your company team will prepare one or more subsequent BPs when directed to do so by the battalion task force. Your company may be required to complete the destruction of a specific size enemy force (such as a motorized rifle battalion) from its last set of prepared positions. Actions to prepare a BP include:

- Physically site each weapon system in its fighting position (primary, alternate, and supplementary position).
- Establish fire control references (sketch cards, aiming stakes, position stakes, and target reference point (TRP) markers).
- Emplace wire for communications.
- Dig in fighting positions to improve available cover and concealment. Prepare overhead cover for infantry positions.
- Prestock Class III and V supplies.
- Reconnoiter and prepare routes between primary, alternate, supplementary, hide, and subsequent positions.
- Construct obstacles.
- Rehearse movements required by the plan.
- Establish security measures, to include OPs, patrols, and limited visibility surveillance plans.

- o **Reconnoiter.** Subsequent BPs are reconnoitered by one or more representatives of the unit. As a minimum, position sketches drawing tentative weapon sites, TRPs, engagement areas (EAs), obstacles, and routes are prepared.

4. **Summary.**

This concludes the discussions on preparing a company/company team battle position. We covered preparation of the defense plan which included employment of the forward platoons, employment of antiarmor weapons, use of your company mortars and several other areas you must include in your defense plan. We also covered preparation of positions, assignment of levels of preparation used by platoons and company teams, and actions taken to prepare a battle position. We will now cover development of the fire support plan to support the unit mission.

PART C - DEVELOP/REVIEW FIRE SUPPORT PLAN TO SUPPORT UNIT MISSION

1. General.

In addition to knowing how to employ your organic direct and indirect fire support assets, you must know how to employ nonorganic combat support elements that may be supporting your company. You must also understand the command or support relationships established between supporting and supported units. The command relationships are attachment and operational control (OPCON). The support relationship has two variations: direct support (DS) and general support (GS) which are assigned as tactical missions.

2. Command and Support Relationships.

These relationships are described below:

- o **Attachment.** In this relationship, a unit is assigned temporarily to a command other than its parent unit. The attached unit is under the command of the commander of the unit to which it is attached.

Attachment is the firmest type of control the supported commander can have over a supporting unit.

It is subject to limitations specified by the commander directing the attachment. This relationship includes the responsibility for combat service support, discipline, training, and operations. (The responsibility for transfer and promotion is retained by the parent unit.) It does, however, impose an administrative and logistical burden on the unit to which the attachment is made.

- o **Operational Control.** This relationship places a unit under a commander for assignment of tasks, designation of objectives, composition of subordinate units, and authoritative direction to accomplish a mission. OPCON does not imply responsibility or authority for administration, combat service support, discipline, internal organization, or training. The commander's relationship with OPCON units is otherwise the same as with organic or attached subordinate units.

- o **Support.** This is the action of an element/unit which aids, protects, complements, or sustains another unit in accordance with an order requiring such support. A supporting unit assists another unit but is not under the command of that unit. Your command relationship with supporting units is as follows:

- You ensure that the supporting unit establishes liaison and communications with your unit.
- You keep the supporting unit informed of the situation and the support needed.
- You are advised of the capabilities and limitations by the supporting unit leader, who also advises you on the unit's employment.

Requests to a supporting unit for support are honored as an order. In case of a conflict, the supporting unit leader refers the matter to his parent unit commander. The request/order in question will, however, be honored until the conflict is resolved.

- o **Direct support.** This is a mission or task requiring one unit, under command of its parent unit commander, to support another specific unit. The supporting unit is required to answer directly to the supported subordinate element of that unit.
- o **General Support.** Units in GS are under their parent unit commander. They support a unit as a whole and not any specific subordinate element of that unit.

3. **Combat Support.**

Combat support of your infantry company is provided by the battalion and supporting units. It may include fire from the battalion mortar platoon and the antiarmor platoon, or supporting field artillery, tactical aircraft, and naval guns. Air defense is provided by air defense units from the division air defense artillery battalion. The battalion scout platoon may also support the company. Other combat support is provided by engineer units; nuclear, biological and chemical (NBC) units; and military intelligence units.

Based on the mission assigned to them by the battalion commander, the battalion mortar platoon and antiarmor platoon respond to support requests from rifle companies according to the battalion fire plan. Artillery, and in some cases tactical aircraft, supporting the battalion responds to calls for fire from the companies depending upon their mission, or priority of fire.

4. **Supporting Units.**

The battalion's antiarmor platoon is normally in GS of the battalion. When TOWs are in GS, and positioned in your company's sector, the TOW section or squad leader coordinates his positions and sectors of fire with you. You may have the leader tie-in to the company wire net or enter the radio net. A TOW section or squad may be attached to or under OPCON of your rifle company. In this case, you plan its fire and position it as you do the company TOWs.

The battalion mortars can hit targets out to a range of 6,840 meters. Their minimum range is 770 meters. Their targets are similar to those of company mortars, but may be larger due to their added firepower. If your company is allocated a 4.2-inch (107-mm) mortar final protective fire (FPF), you and the fire support team (FIST) chief plan and plot it on a dangerous avenue of approach. A 4.2-inch mortar FPF is about 200 meters wide, and an 81-mm mortar FPF is about 100 meters wide.

The distance forward of friendly troops, at which FPF is planned, depends on the terrain, the calculated range probable error of the weapons, and the degree of troop protection. The FIST chief and your weapons platoon leader advise you on the safe distance for FPF.

Field artillery can fire the same basic types of ammunition as (4.2-inch) mortars. It can also fire dual-purpose improved conventional munitions (DPICM) and scatterable mines (FASCAM). The DPICM is a lethal antipersonnel and antiarmor munition containing bomblets that are dispersed over a wide area because they are ejected during the flight of the carrier projectile high above the target. The bomblets have an antipersonnel effect and can also penetrate up to 7 centimeters (2 2/3 inches) or armor.

FASCAM rounds contain a number of mines with self-destruct features that are set to detonate after specific time elapses. The rounds may contain either antipersonnel or antiarmor mines which arm on impact. Each antipersonnel mine has seven tripwires which, when touched, detonate the mine. Each antiarmor mine detonates because of magnetic attraction when a vehicle passes over it. These mines also have antihandling devices to keep the enemy from moving or disarming them.

As stated, artillery fire is planned (to support the battalion commander's concept of the operation) by the fire support officer (FSO) in coordination with the plans developed by the battalion S3. Company fire support is planned by the FIST chief and is reviewed and approved by you before being forwarded to the battalion FSO. These planners plan targets based on information about the enemy and/or terrain and on the need to support their scheme of maneuver.

Mortars and artillery fire can be combined to cover targets. For example, mortars can fire illumination while artillery fires high explosive (HE) or DPCIMs.

Air defense support is normally provided by a Redeye team in or near the company's position. The team carries six missiles and should be positioned to provide air defense for assets you feel are critical enemy air targets (for example, the company trains). If possible, these positions should cover the most likely avenue of enemy air approach.

The Stinger's planning range is 5,000 meters, and the Redeye's range is 3,000 meters. The weapons' firing signatures may pinpoint its position if enemy pilots see the weapon's blast area signatures (front and rear). Troops must be kept clear of the Redeye (to avoid the blast area and to avoid detection by enemy pilots). A Redeye team should move to a new position (at least 300 meters distance) immediately after firing.

Each Stinger and Redeye team receives early warning of incoming aircraft from a forward area alerting radar or other source. You, as the company commander, should have the team tie into the company wire net so the team can alert you when enemy aircraft approach. The warning is then given to the entire company.

When the company is moving, a team can be split, with one Redeye gunner near the front of the company and one to the rear. The team has one vehicle. Therefore, when the team is split, you should provide a driver for the vehicle so the gunner can watch and be ready at all times to fire. The other gunner may either walk with the troops or ride in another vehicle.

If the movement is for a short distance and the area is secure, the Redeye team may be pre-positioned along the route to protect the moving units.

Other air defense units may also support the battalion. Chaparral and Vulcan batteries from the division air defense artillery (ADA) battalion are deployed to protect critical assets. If a Chaparral-Vulcan unit is located near your company, the unit should enter the company radio net or tie-in to its wire net for early warning. In emergencies, and when there is no air threat, a Vulcan may be used in a ground support role against dismounted or motorized enemy troops. Your company also uses its own small arms for air defense.

Close air support (CAS) is normally provided by the US Air Force, but may also be provided by Navy and Marine aircraft. CAS aircraft carry a variety of ordnance loads to include bombs (free-fall and guided), cluster bomb units (CBU), antiarmor missiles, napalm, rockets, and scatterable mines. In general, CAS ordnance is effective against fortified positions, tanks and other armored vehicles, moving targets, and troops (exposed and protected).

Various CAS aircraft carry the 20-mm cannon which is effective against lightly armored vehicles. The A-10 CAS aircraft carries the 30-mm cannon which is effective against tanks and other armored vehicles.

Naval gunfire is planned and controlled by an element of the Air and Naval Gunfire liaison Company (ANGELICO) which is supporting the operation. A Shore Fire Control Party (SFCP), from the ANGELICO, will support the infantry battalion. The SFCP consists of a naval gunfire liaison team and a naval gunfire spot team. The naval gunfire liaison team assists the battalion fire support officer (FSO) in planning and controlling

naval gunfire support. The naval gunfire spot team, which is similar to your company's FIST, will operate with one of the maneuver companies. If no SFCP support is available, your FIST team can call for and adjust naval gunfire.

The battalion scout platoon is organized and equipped for reconnaissance, not to hold ground. Its normal missions are to reconnoiter, screen (front or flank), provide security, or be all or part of the battalion reserve. The scouts are highly mobile and have eight machine guns and a variety of day and night observation devices.

When the scout platoon is supporting your company, you may communicate with the scout platoon leader on the battalion command net or use visual signals. When scouts are screening the company's flank, necessary signals and contact procedures are arranged between you and the scout platoon leader. If scouts are forward of the company and plan to pass through its sector, contact points, passage points, passage lanes, guides, and procedures must be arranged.

If you need scouts in your area, you request them from the battalion commander.

For an integrated operation, you coordinate with the scout platoon leader; each of you explain your plan and exchange target lists. The scouts relay information they gain about your company's area or the enemy. If either of you need fire support from the other, that too is arranged.

Engineer support is provided in four basic categories: mobility, countermobility, survivability, and general engineering. The tasks normally provided within each of these categories are:

- o **Mobility**

- Filling in craters or ditches.
- Demolishing and removing roadblocks, trees, or rubble.
- Making quick bypasses around obstacles.
- Clearing paths through minefields.

- Spanning water obstacles with assault bridges.
- Cutting roads and trails through heavily vegetated areas.
- o **Counter mobility**
 - Constructing obstacles to help slow, canalize, and concentrate enemy forces at critical battlefield locations.
 - Constructing obstacles to assist target acquisition and development.
 - Constructing obstacles to destroy enemy targets (for example, minefields).
- o **Survivability**
 - Constructing positions to improve the survivability and effectiveness of friendly units.
- o **Sustainment Engineering**
 - Improving and maintaining essential combat and main supply routes.
 - Preparing forward support areas for rearming and refueling.
 - Replacing assault or blown bridges with tactical bridges.

Normally, an engineer platoon will be placed in GS of a battalion. The engineer platoon should be employed as a platoon, but the battalion commander may divide the platoon and have an engineer squad support each rifle company.

An engineer squad's equipment normally includes a 5-ton dump truck, mine detectors, pioneer tools, and demolitions.

Infantrymen may be called on to provide the manpower for some engineer tasks while the engineers provide technical supervision.

NBC support is provided by the divisional NBC defense company. This company is responsible for NBC reconnaissance and decontamination operations.

During offensive operations, an NBC defense platoon, from the NBC defense company, is attached to each brigade. The brigade commander may control the entire platoon, or he may have a decontamination squad support each battalion.

In the defense, the NBC defense company is normally controlled by the division. It is initially employed in the covering force area to support the covering force. As the main battle area forces assume the fight, the NBC defense company is employed as needed to support the division.

Within the battalion, there is a chemical officer and a noncommissioned officer (NCO); they advise and assist the battalion commander on the planning and conduct of NBC training and operations. At company level, there is an NBC defense team which includes an officer and two NCOs. The officer position is an additional duty assigned to one of your company officers. One of the NCO positions (NBC operations NCO) is by table of organization and equipment (TOE). The other (assistant NBC operations NCO) is an additional duty assigned to one of your company NCOs. The company NBC

defense team is responsible for advising and assisting you on the planning and conduct of NBC training and operations, and for the maintenance of NBC equipment.

Military intelligence (MI) support comes from the division MI battalion. It is normally provided by remote sensors and radars for day and night reconnaissance, surveillance, and target acquisition.

The infantry battalion S2 plans the employment of the supporting CEWI elements. When they are in your company's area, you coordinate their positioning. REMs may supplement the platoon early warning systems by covering deadspace in the company sector and/or pinpointing enemy movement. A REMS operator can estimate the number of enemy soldiers or vehicles detected by his equipment. REMS operators, who detect moving enemy soldiers, can assist FOs in calling for and adjusting indirect fire on them.

Radar teams can also be positioned in your company area. Each team has an AN/PPS-5A radar. Radar can detect moving soldiers out of 6,000 meters and moving vehicles out to 10,000 meters. It can scan a wide area or monitor a small area or point target (for example, a bridge). It can guide friendly troops in a night attack or guide returning or lost patrols to passage points. It can also be used to receive signals from observation posts or patrols.

The radar should be positioned where it can use a narrow beam to reduce its chance of being detected by the enemy. You coordinate team operations, and have the team tie-in to the company wire or radio nets to pass along any enemy information.

Radar operators who "see" moving enemy soldiers or vehicles can call for and adjust fire on them. They can also survey a target area after a fire mission to detect any activity that may still exist and estimate fire results.

5. Defensive Fire Planning.

In the defense, you consider METT-T and then determine the likely enemy avenues of approach and engagement areas. You then select the best positions for your platoons and weapons to cover those areas.

You assign each platoon a primary position and maybe an alternate and/or a supplementary position. With those positions, you assign the platoons sectors of fire (primary and secondary) that cover certain engagement areas.

You may assign primary, alternate, and supplementary positions and sectors of fire to your TOWs, or you may let your weapons platoon leader designate them. If you feel it necessary for the defense, you may direct where the platoon leaders position their Dragons and machine guns.

You must insure that you have covered the likely enemy avenues of approach with your direct fire weapons. The platoons and weapons should be mutually supporting and have interlocking fire.

Once you have decided how to position your platoons and weapons, you (along with your FIST chief and platoon leaders) plan indirect fire to support the defense. Based on your guidance, the FIST chief develops a target list with input from the platoon leaders and their FOs.

The FIST chief plans targets on known, suspected, and likely enemy locations forward of the company position that are within range of the supporting weapons. He also plans targets on, behind, and to the flanks of the company position.

In addition to the normal engagement of targets, your FIST chief may plan for special types of supporting fire. This may include final protective fire, screening fire, harassing fire, and interdiction fire.

Final protective fire is used in the defense and is planned to create a fire barrier to stop or break up enemy dismounted assaults. You plan and control the FPF of your mortars. If the battalion commander allocates a heavy mortar (4.2-inch) or an artillery FPF to the company, you plan and control it. The largest FPF allocated to the company is planned on the most dangerous approach; others are planned on less dangerous approaches. FPF patterns may be curved, angled, or rectangular to conform to the terrain on which you want it to fall. FPF pattern dimensions depend on the size of the firing unit's weapons and the type ammunition being fired. Your FIST chief advises you as to where to place FPF and what its dimensions will be.

Screening fire involves smoke and is used to hide friendly units from the enemy. Typical defensive uses of smokescreens are to screen a unit's preparation of defensive positions, a unit's movement from one defensive position to another, or a unit's rearward movement during a withdrawal or delay.

Harassing fire is directed at known and suspected enemy locations to disturb rest, curtail movement, and demoralize enemy soldiers. Targets for this fire include known or suspected enemy positions, supply points, command posts, assembly areas, and observation posts.

Interdiction fire is directed at selected areas to restrict the enemy's use of them. Targets include road junctions, bridges, fords, and defiles.

Once the target list is complete and approved your FIST chief forwards it by the most secure means available to the battalion FSO, platoon leaders and FOs, and the company mortar fire direction center (FDC).

The battalion FSO reviews and consolidates the target lists from the companies, resolves duplications of targets, and assigns a target number as an alphanumeric designator consisting of two letters and four numbers.

After consolidating the target lists, the FSO sends copies of the battalion consolidated target list to the 4.2-inch (107-mm) mortar FDC, direct support artillery battalion FDC, and the company commanders and FIST chiefs. Each FIST chief then disseminates the target numbers (and any changes to his company's original target list) to the platoon leaders and FOs, and to the company mortar FDC.

6. **Summary.**

This concludes the discussions on combat support, fire planning and combat service support. We discussed command and support relationships such as, OPCON, DS and GS. We also covered supporting units, e.g., battalion antiarmor platoon, battalion mortars, air defense support, and engineer support that is provided to your company.

Defensive fire planning was also covered. Assignment of primary and alternate sectors of fire that cover certain engagement areas, FPFs, and actions your FIST chief takes to assist you in planning special types of supporting fires. We will now move to actions you must take to develop an infantry company obstacle plan.

PART D - DEVELOP INFANTRY COMPANY TEAM OBSTACLE PLAN

1. General.

As stated in [Part B](#) of this lesson, your company uses both antitank and antipersonnel mines to complement obstacles and indirect fire. Mines, barbed wire and other obstacles are used to cause enemy casualties and to canalize and slow the enemy to increase his exposure to defensive fire.

2. Obstacle Emplacement/Guard.

Infantry units may augment engineer assets in emplacing as well as guarding and executing obstacles in support of the company mission. When constructing obstacles, overall resources and work priorities are considered in allocating tasks given to an infantry platoon. Details are generally used to accomplish these tasks rather than entire squads, allowing improvement of fighting positions and obstacle construction to occur simultaneously. These details are normally supervised by your XO. Completed obstacles must be placed under surveillance by the company. OPs and antiarmor ambushes may be used close to an obstacle to prevent enemy breaching efforts during hours of limited visibility. The infantry platoon can also be used to close unexecuted obstacle targets and minefield lanes using demolition guard/firing parties. These parties generally remain under platoon control. The platoon must be kept informed of the situation to make sure that planned obstacles are executed in accordance with the overall plan.

3. How to Use Obstacles.

Obstacles should be positioned to support the scheme of maneuver. They greatly enhance the effects of direct and indirect fires by denying the attacker a mobility advantage. You should employ obstacles to surprise the enemy whenever possible. They add shock effect to casualties caused by direct and indirect fire and canalize enemy formations into engagement areas. The minefield is the most common man-made obstacle the company team will encounter. A minefield is easier and quicker to emplace than other obstacles and very effective in destroying vehicles making it the highest payoff obstacle. The minefield may be delivered by air, artillery, or mechanical means (family of scatterable mines (FASCAM), hand emplaced, or machine emplaced, and used in conjunction with other obstacles. The minefield may be a tactical, hasty protective, deliberate protective, point, linear, interdiction, or phony minefield. Regardless of the type, a minefield will be used to delay and canalize an attacker's movement, turn and expose a vulnerable flank, cause fear of sudden and unexpected casualties, and weaken the attacker's will to fight. A minefield may be as wide as 400 meters for a FASCAM, 400 meters for a machine-emplaced minefield, or 25 meters for a hand-emplaced minefield.

You should employ reinforcing obstacles in conjunction with existing obstacles whenever possible to increase their effectiveness and use limited material and manpower resources most effectively.

Obstacles are usually planned by the battalion task force staff. The engineers supporting the battalion task force help emplace planned obstacles, and provide technical assistance for battalion obstacle work parties. Your company team assists in the execution of the battalion task force obstacle plan by--

- o Providing manpower and equipment to augment the engineer platoon's efforts.
- o Guarding obstacles not immediately executed upon emplacement.
- o Firing obstacle targets as directed by the battalion task force commander/S3.
- o Covering obstacles in the company's area of responsibility with direct fire and constant surveillance.

You are responsible for coordination with the engineer platoon leader to make sure obstacles are placed correctly and can be covered with direct fire from company fighting positions. You may direct the construction of additional obstacles within the assets available to you, primarily hasty protective minefields, wire obstacles, abatis, and craters. Positions of obstacles constructed by your company team and requests for additional obstacles to support the company team mission are submitted through S3 channels.

Conclusion.

This completes lesson one. You should now know how to conduct ground reconnaissance for a defensive operation, prepare a company battle position, develop and review a fire support plan and develop a company obstacle plan. After reviewing all the material in this lesson, you should complete the practice exercise for lesson one. Answers and feedback for the questions in the practice exercise will be provided to show you where further study is required.

LESSON 1

PRACTICE EXERCISE

Instructions

The following items will test your grasp of the material in this lesson. There is only one correct answer for each item. When you complete the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, study that part of the lesson again before continuing. Answer the following questions. Choose the BEST answer for each question, and select the corresponding letter.

Situation: You are a rifle company commander. You have received the battalion defense OPORD, and are reviewing steps you must consider as you prepare for the defense.

1. You have just received and analyzed the defensive OPORD from the battalion commander. Your next step is to
 - ☐ A. prepare and issue your OPORD.
 - B. assemble your platoon leaders, FIST chief, XO, and first sergeant and conduct a reconnaissance of the defensive position.
 - C. modify the battalion OPORD and issue a change in the form of a FRAGO.
 - D. issue a warning order to your subordinate leaders.
2. During development of your defense plan you selected the 3rd platoon as the company reserve. The reserve was given a priority mission to block a penetration. Your reserve accomplishes this task
 - A. by fire.
 - B. by counteracting.
 - C. by moving to protect the flank of a forward platoon.
 - D. by moving to its alternate forward position and engaging the enemy.
3. You are planning the combat support provided to your unit by the battalion mortars. When planning an allocated 4.2 inch mortar FPF, you
 - A. can plot it 200 meters in front of your position.
 - B. must not use it in conjunction with artillery fire.
 - C. can cover an area about 200 meters wide.
 - D. contact the FSO to determine the safe distance for 4.2 FPF.

4. You are developing your obstacle plan. You need to construct additional obstacles in order to canalize the enemy into an engagement area. You
- A. request support through the battalion XO.
 - B. request support through S3 channels.
 - C. direct the engineer platoon leader to construct the additional obstacles.
 - D. emplace a hasty protective minefield.

Lesson 2

CONDUCT COMPANY/COMPANY TEAM DEFENSIVE OPERATION

OVERVIEW

Lesson Description:

In this lesson you will learn to conduct company/company team defensive operation.

Terminal Learning Objective:

Action: Identify how to conduct a company/company team delay or withdrawal under enemy pressure, conduct a company/company team withdrawal not under enemy pressure, and consolidate and reorganize following enemy contact.

Condition: Given the subcourse material contained in this lesson.

Standard: The student will demonstrate his comprehension and knowledge by identifying how to conduct a company/company team delay or withdrawal under enemy pressure, conduct a company/company team withdrawal not under enemy pressure, and consolidate and reorganize following enemy contact.

References: The material in this lesson was derived from the following publications:

FM 7-10.

FM 71-1.

PART A - CONDUCT A COMPANY/COMPANY TEAM DELAY OR WITHDRAWAL UNDER ENEMY PRESSURE

1. General.

In a withdrawal, your company disengages from the enemy and repositions for some other mission. That mission may be to delay the enemy, to defend another position, or to attack some place else.

A withdrawal under pressure is conducted when a battalion is directed to withdraw from its sector or is forced from its defensive positions by the enemy. The battalion may move to another position to continue the defense or disengage and move elsewhere for another mission. Your company team will not normally be permitted to withdraw based solely on judgment. You must either receive permission to withdraw from the battalion task force commander or S3 (by radio, pyrotechnics, or face to face), or you must use an event-oriented plan from the task force. The order instructs you to begin disengaging when the enemy reaches a certain location, appears in a certain formation, or appears at a certain location in a certain strength. It can be given in a commander's briefback communication and must be sufficiently detailed to prevent premature movement and loss of tactical advantage. In your planning you must consider certain factors. You must maintain security. Obstacles, fires, and reconnoitered

routes must be used to achieve mobility advantages. If possible, the withdrawal should be conducted during night or other limited visibility periods. Friendly smoke should be used to hide movement. All available indirect fires, CAS, and attack helicopters must be concentrated on the enemy. Overwatch must be provided by direct fire weapons to keep pressure off the withdrawing forces. Each company tries to disengage from the enemy by fire and maneuver to the rear. Once a company has disengaged and moved to the rear of its original position, the battalion commander directs what it is to do next. This may include covering the rearward movement of other companies, occupying a new defensive position, or moving to perform another mission.

There is usually no time to make detailed plans and/or rehearse a withdrawal under pressure. You plan quickly and give a FRAGO. If your company team is withdrawing with assistance, the assisting force will provide overwatch (if necessary) to allow the company to move. If withdrawing without assistance, the company team will provide its own overwatch. When withdrawing under enemy pressure, the company team will use the techniques and considerations for the delay. The technique or method used by the company team commander depends on his evaluation of the factors of METT-T. A company SOP for withdrawals under pressure can help eliminate lengthy orders.

2. Sequence of Withdrawal.

You control the sequence in which your platoons withdraw. Your decision on which to withdraw first is usually based on where the enemy attacks and how heavily each platoon is engaged. Once the battalion commander directs your company to withdraw, you normally withdraw your least heavily engaged platoon first ([Figure 2-1](#)). You usually direct that platoon to disengage and move into a position where it can overwatch the disengagement of the more heavily engaged platoons. The platoons then change roles and leapfrog the rear using fire and maneuver.

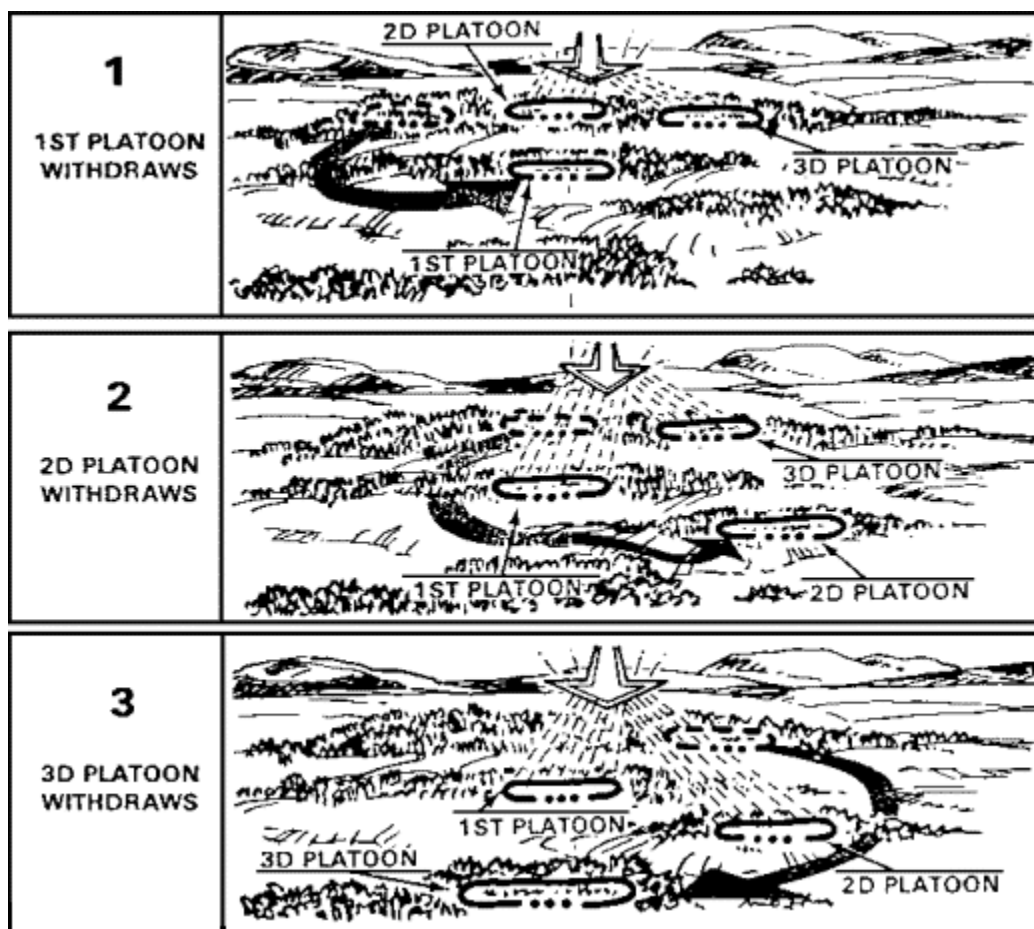


Figure 2-1. Withdrawal Under Pressure.

At some point in this action, your company can stop fire and maneuver and begin moving by bounding overwatch (to the rear). This occurs when the company is no longer under enemy direct fire or when another company is covering its move. Once disengagement is complete, the company moves as directed by the battalion commander.

3. Passage of lines.

If your withdrawing company is to pass through a friendly unit to its rear, you send a quartering party to coordinate with that unit. The quartering party arranges for recognition signals, communications, contact points, passage points, passage lanes, assembly areas, guides, traffic controls, fire support, combat service support, and the procedure for how and when the stationary unit will assume the responsibility for the fight ([Figure 2-2](#)).

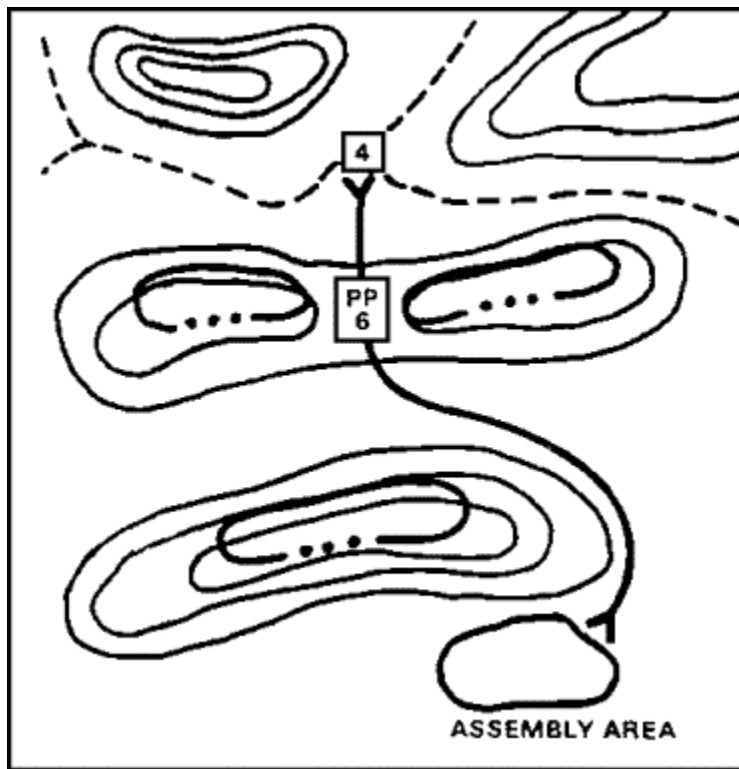


Figure 2-2. Passage of Lines.

4. **Delays.**

The intent of a delay is to slow the enemy, cause enemy casualties, and stop him without becoming decisively engaged. This is done by defending, disengaging, moving, and defending again. Companies do not conduct delays independently. They fight as part of their battalion. The company may delay in sector or from delay (battle) positions.

Mission. The battalion commander normally assigns the company the mission to delay in sector when:

- o The primary threat is infantry.
- o The battalion sector cannot be adequately covered from one position.
- o There are multiple enemy avenues of approach.
- o The battalion sector is extremely wide.
- o The battalion is delaying in armor restricted areas to canalize.

The battalion commander may assign a company a sector in which to delay, one or more delay lines and set a time on each delay line. This means the company must keep the enemy forward of each line until the time set for that line.

Planning and Executing. A delaying action is characterized by operations on a wide front with maximum forces in contact and minimum forces in reserve. In the delay, the company team must maintain enemy contact and closely coordinate flank security. This will ensure that the enemy does not bypass or envelop elements of the delaying force or penetrate and prevent the delaying mission. In planning the delay the following must be considered:

- o Make maximum use of terrain
- o Force the enemy to deploy and maneuver
- o Make maximum use of obstacles
- o Maintain contact with the enemy
- o Avoid decisive engagement

Make Maximum Use of Terrain. Delaying forces use all terrain features that will help delay the enemy. When battle positions must be used, they should be located on terrain that controls likely enemy avenues of approach.

Force the Enemy to Deploy and Maneuver. Use terrain to exploit firepower. Engage the enemy at the maximum range of all weapons. You may be able to trap the enemy if he moves within close range. This causes the enemy to take time consuming measures to deploy, develop the situation, and maneuver to drive the delaying force from its position. Repeated use of this technique will slow the forward progress of the enemy and will trade space for time.

Make Maximum Use of Obstacles. Use man-made and natural obstacles to canalize and slow enemy progress, and provide security to the flanks. To be effective, obstacles must be covered by observation and fire.

Maintain Contact with the Enemy. Conduct continuous reconnaissance to establish and maintain contact with the enemy. Maintaining enemy contact requires visual observation of the enemy, observation and correction of fires, and freedom of maneuver to avoid decisive engagement or to break contact on order. Enemy forces with freedom of maneuver and mobility will try to bypass or envelop the flanks, or penetrate between units conducting the delay. To prevent penetration or envelopment, maintain contact with the enemy forces.

Avoid Decisive Engagement. In a delay, occupy positions long enough to force the enemy to deploy; then, develop the situation and maneuver to attack each position. A delaying force moves to the next delaying position before becoming decisively engaged. If it remains in position as the enemy launches his attack, it will become decisively engaged, the mission will fail, and the unit will sustain unnecessary losses.

5. **Types of Delay.**

The types of delay are outlined below:

Delay in Sector. The company commander selects initial and subsequent delay positions for his platoons ([Figure 2-3](#)). He defends and withdraws by platoons, leap frogging them to the rear. Delay positions should have long-range fields of fire to the front and covered withdrawal routes to the rear.

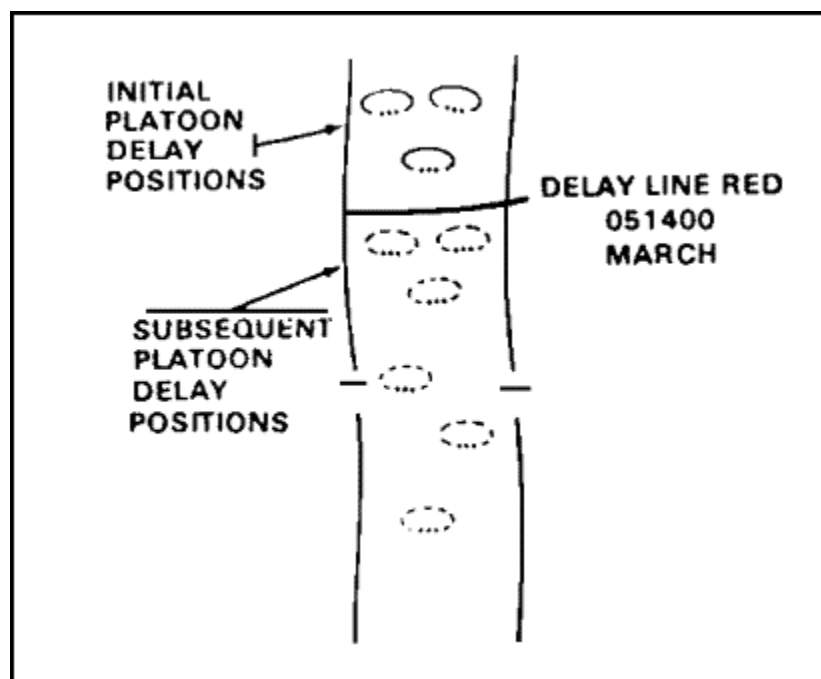


Figure 2-3. Company Delay in Sector.

Delay from Delay Positions. The battalion commander normally assigns the company the mission to delay from delay positions ([Figure 2-4](#)), when:

- o The primary threat is armor or motorized units.
- o The battalion is delaying in an armor-restrictive area where the enemy can be canalized into selected areas.
- o Terrain is available that dominates armor avenues of approach, or the battalion sector is narrow.

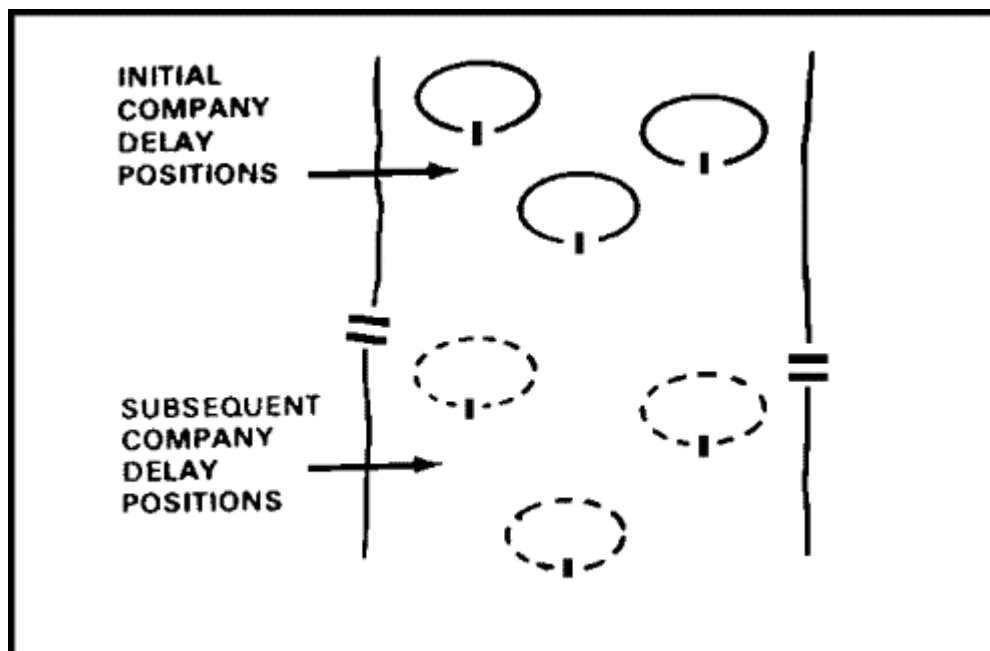


Figure 2-4. Delay from Delay (battle) Positions.

The battalion commander assigns the company a series of delay positions from which to delay. The company moves from one delay position to another as directed by the battalion commander. The initial delay position is where most of the position preparation is made and where the commander normally wants to hold out the longest.

If a delay is conducted over a long distance, delay in sector or delay from delay positions may be used. The company commander picks the platoon positions and the routes to them. If there is terrain that is defensible forward of a delay line (set by the battalion commander), the company commander may decide to defend there for the required time stated for that line. (See [Figure 2-5](#)). The company's fires are supplemented by supporting fires, smoke, minefields, and obstacles in both types of delays. The company commander must make maximum use of his engineers.

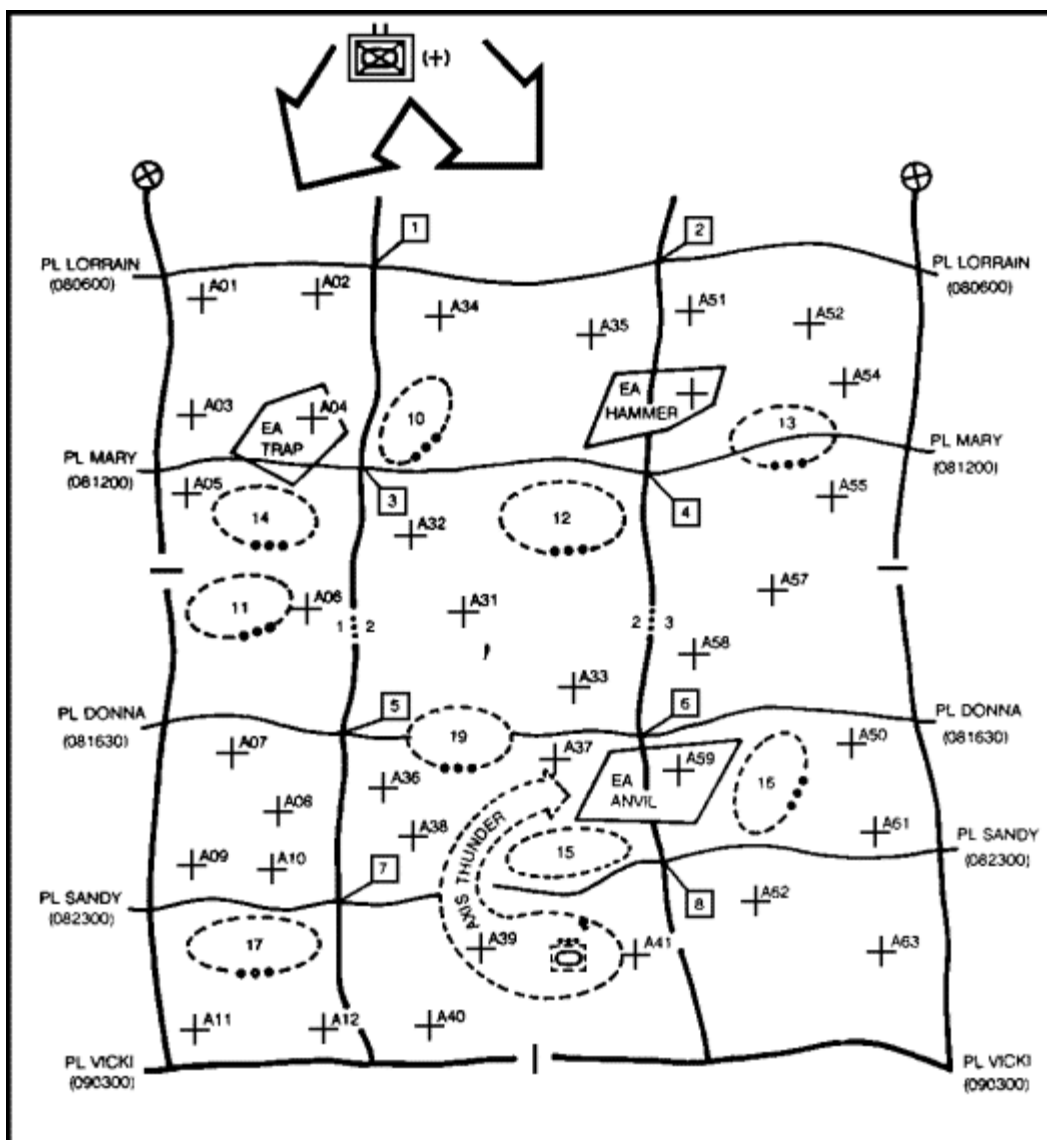


Figure 2-5. Company Delay Forward of a Specified Line for a Specified Time.

The company commander will send a quartering party out on both types of delays to reconnoiter routes, positions for machine guns, Dragons, TOWs, and mortars. The quartering party may also guide the arriving units into their positions, stockpile supplies, water, and ammunition at each position. The quartering party will also coordinate with any units to the rear of the company when a passage of lines is conducted.

The battalion commander controls the conduct of the delay when delaying from delay (battle) positions. The company commander controls the conduct of the delay when delaying in sector. However, the battalion commander can impose certain restraints on the company's rearward movement by assigning delay lines and times for each line. If all means of communication is lost with the battalion, the company commander may withdraw on his own if he has delayed for the required time or if his company is seriously endangered. He must use every means available to tell the battalion commander of the action he has taken. If a platoon loses communication with the company commander, its leader must use his best judgement and withdraws according to the company plan or when seriously endangered. The platoon leader must find a way to inform the company commander of his actions.

The battalion commander and company commander, and the platoon leaders should reconnoiter positions and routes as much as possible before the delay begins. The battalion commander normally gives the company commanders:

- o The battalion task organization.
- o Their initial delay positions.
- o His plans for conducting the defenses, disengagements and movements.
- o Either a sector or delay position.
- o The location of the company assembly areas (AAs) (if used).
- o General routes to follow from position to position (when delaying from delay positions).
- o Instructions about the quartering party (if used).
- o Any special instructions concerning the control of the TOWs and mortars, and the movement of company vehicles.
- o Priorities for efforts of the supporting engineers.

The company commander will give his platoon leaders basically the same information with a few additions:

- o Their initial delay positions to defend.
- o Subsequent positions to the rear.
- o The location of the platoon AAs (when used).
- o Instructions on the movement of supplies, equipment, and vehicles.

6. Methods of Conducting a Delay.

The methods of conducting a delay are discussed below:

Delay from Successive Positions or Phase Lines. This method is used when the mission requires covering a wide sector or avenue of approach, and all or most of the forces must be deployed forward to cover the area. This method is also used when the terrain will not allow placing depth in the delay ([Figure 2-6](#)).

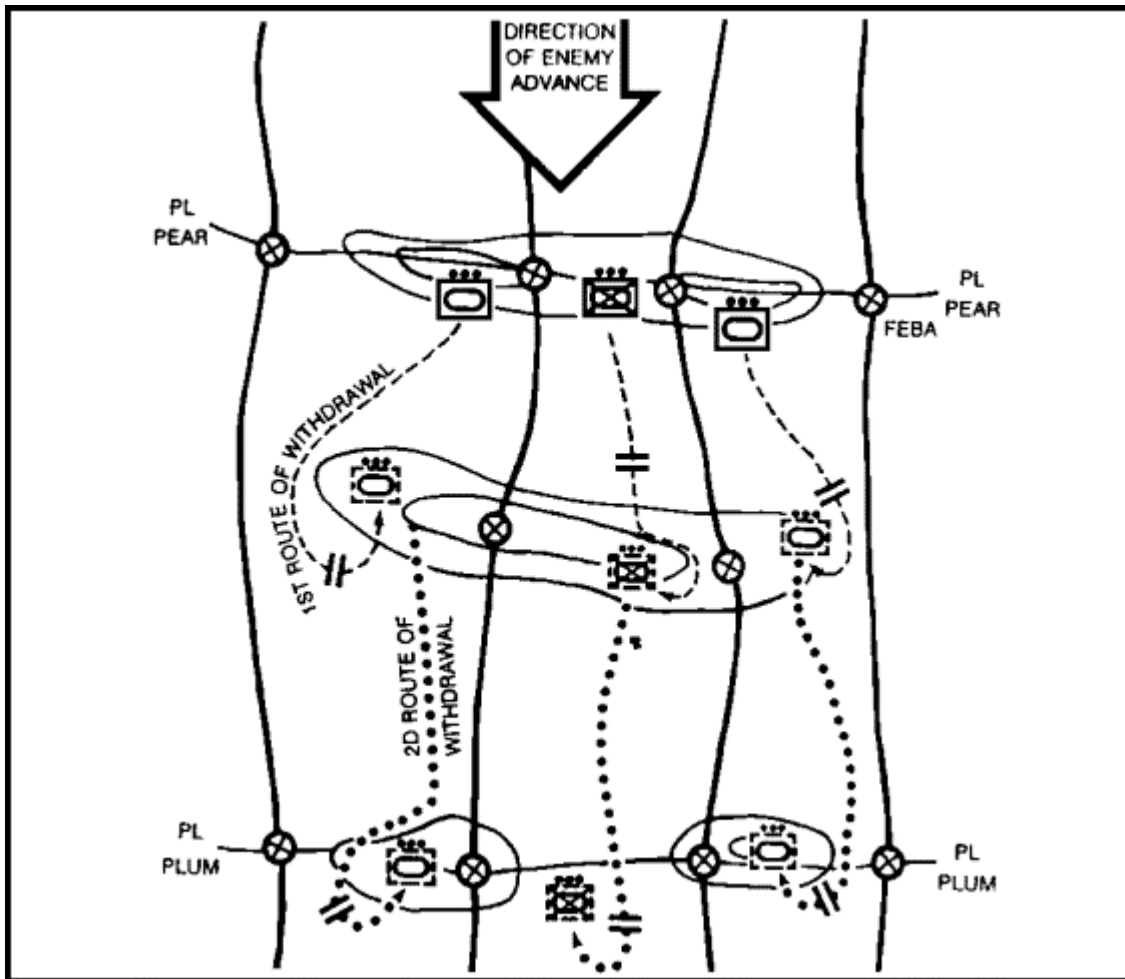


Figure 2-6. Delay from Successive Positions.

As the battle progresses, the company team fights from phase line to phase line (front to rear). The platoons disengage separately from one phase line or battle position to the next while the remaining platoons provide overwatch. The situation may force the entire company team to disengage simultaneously. If enemy forces move more quickly than expected, the possibility of becoming decisively engaged increases. Bounding within platoons is necessary when the terrain restricts the platoons' ability to provide security for one another.

Delay from Alternate Positions. When the area is deep, and narrow enough to be covered by one or two platoons, more depth and security can be achieved by delaying from alternate positions ([Figure 2-7](#)). This is generally a leapfrog maneuver and does not usually allow all the forces to place all weapon systems on the enemy at one time. It is more difficult to control because platoons are moving and

fighting simultaneously. However, platoons have more time to establish elements in the next positions because other platoons are fighting and providing security.

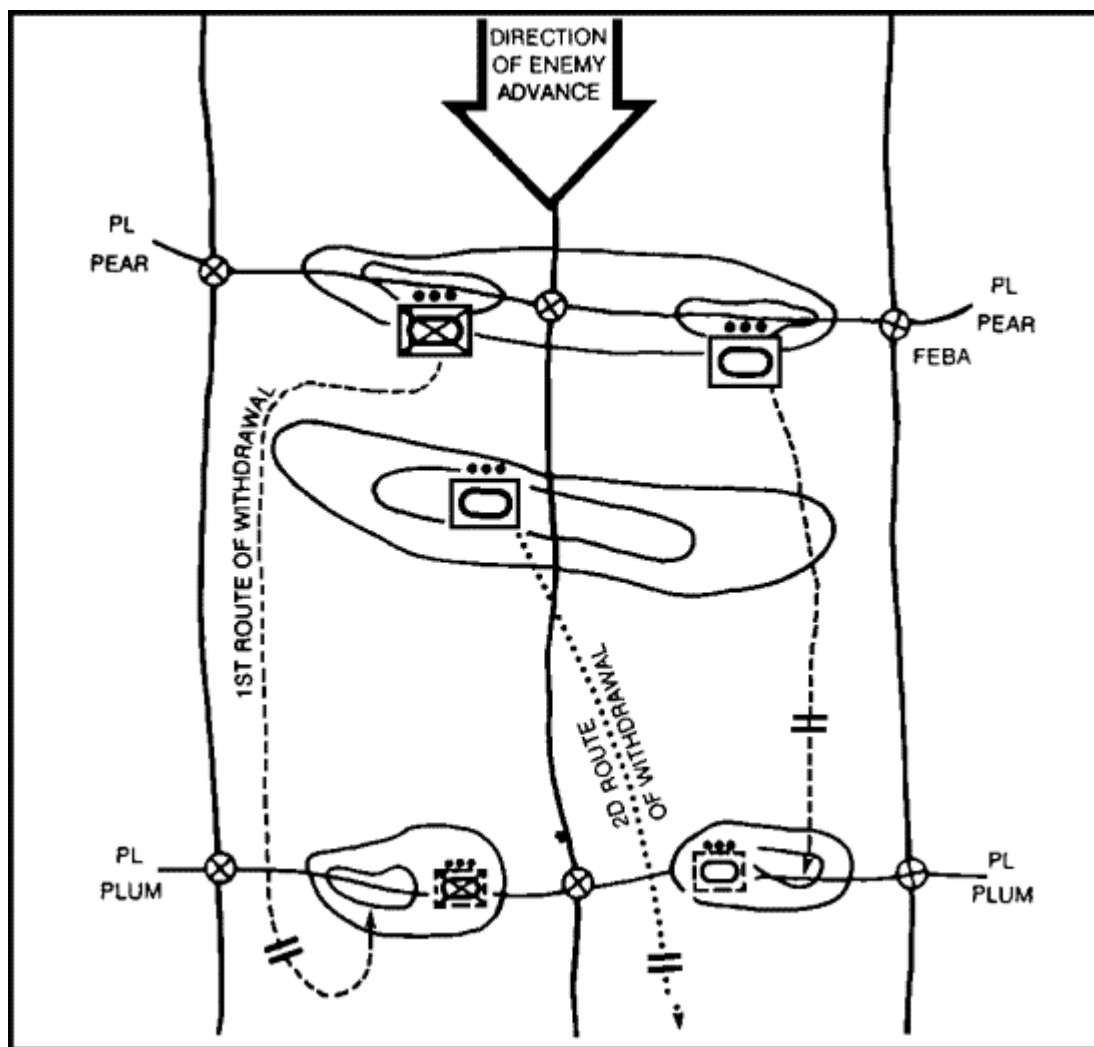


Figure 2-7. Delay from Alternate Positions.

7. Special Planning Considerations.

While the following considerations are part of the defensive planning process, they take on added importance during planning for the delay.

- o Rivers, defiles, chokepoints, or gaps that must be crossed during the delay must be given priority during your planning phase. Existing crossing sites must be protected to prevent your company team from being cut off if the enemy is able to bypass or break through. If crossing sites do not exist, engineers may prepare them. An element to guard the site should be posted to protect it after the site is prepared.
- o Delay operations are often more decentrally executed than other defense missions. Because the company team must gain an advantage to be successful, reconnaissance and the rehearsal of movements is critical. It is even more important because of the speed and depth of maneuver and less responsive supporting fires will be available.

- o Your company team's chemical detection and radiological monitoring and survey team should be sent to subsequent battle positions to check for contamination. You may choose to use the alternate position method of delay in sector to allow for partial decontamination. However, mission accomplishment is the primary consideration.
- o Your company team combat trains are located on the next subsequent delay position to ensure continuous support.
- o The company team field trains remain co-located with the battalion task force field trains.
- o Engineers can support a delaying force by preserving battlefield mobility while providing countermobility in depth.
- o Other assets you may find available to you on the battlefield that require planning considerations are ADA, short-range air defense (SHORAD) and GSR.

You must also consider the time required to move to the next subsequent position, the amount of time the unit has been in a chemically contaminated or radioactive area, and alternate means of communications, both audio and visual, to be used in the event that radio communications is disrupted.

8. **Summary.**

This concludes the discussions on conducting a withdrawal under enemy pressure, and conducting a delay. We covered the sequence of withdrawal and how you control the sequence and elements of a passage of lines when your company must pass through a friendly unit to its rear. We also covered delays including the types of delays and the methods of conducting a delay. We will now cover the conduct of a company/company team withdrawal not under enemy pressure, and a relief.

PART B - CONDUCT A COMPANY/COMPANY TEAM WITHDRAWAL NOT UNDER ENEMY PRESSURE AND A RELIEF

1. **General.**

In a withdrawal not under pressure, your company disengages and moves to its rear while the enemy is not attacking. The company must be ready to fight its way to the rear or to resume the defense should the enemy attack.

A withdrawal not under pressure is conducted with secrecy and deception. It is best done at night or during other periods of limited visibility (fog, snow, rain, or smoke). Usually, all platoons move to the rear at the same time. However, your company leaves an element called a detachment left in contact (DLIC) which is part of the battalion DLIC to cover the withdrawal by deception and by fire and maneuver when required.

2. **Detachment Left in Contact (DLIC).**

The size, composition, and mission of the battalion DLIC are directed by the battalion commander. He will also designate the battalion DLIC commander, normally the battalion XO, the combat support company commander, or one of the rifle company commanders.

The battalion commander may decide to leave one company as the battalion DLIC or have each company leave a company DLIC. The three company DLICs make up the battalion DLIC.

The size, composition, and mission of the company DLIC are directed by you. You also designate the DLIC commander, normally the company XO or a platoon leader.

If your company is selected as the battalion DLIC, you must reposition platoons and weapons to cover the battalion's withdrawal. This normally includes repositioning a platoon in each of the other company positions to cover the most dangerous avenue of approach into those positions, and repositioning weapons to cover the most dangerous avenue of approach into the battalion's sector. As a rule, the DLIC company is reinforced by about half of the battalion's TOWs, mortars, Redeyes, tanks, and GSRs.

If your company is directed to have a company DLIC (part of the battalion DLIC), it normally consists of one-third of the company's rifle strength (one platoon) and half of the company's support weapons (one TOW and two mortars). You may, however, have each platoon leave a platoon DLIC. The three platoon DLICs make up the company DLIC.

If you select a platoon as the company DLIC, the platoon leader repositions squads and weapons to cover the company's withdrawal. This normally includes repositioning a squad in each of the other platoon positions to cover the most dangerous avenue of approach into that position, and repositioning weapons to cover the most dangerous avenues of approach into the company's position.

If each platoon is to have a DLIC (part of the company DLIC), each platoon leader leaves one-third of his rifle strength (one squad) and half of his key weapons (one machine gun and two Dragons). The platoon DLIC leader is normally the squad leader of the squad left in position. When the withdrawal starts, each platoon DLIC comes under the control of the company DLIC commander.

The DLIC, whether the battalion's or company's, strives to conceal the withdrawal and deceive the enemy by continuing the normal operating patterns of the unit. If the enemy attacks during the withdrawal, the DLIC covers the withdrawal by fire. Once the main body is at its next position or a designated distance or time from the old position, the DLIC commander orders the withdrawal of the DLIC. These orders should be given by telephone or codeword over the radio. The DLIC withdraws using the same basic plan as the main body used. If under attack, the DLIC may have to conduct fire and maneuver to the rear until contact is broken and then assemble to move to the rear.

3. Quartering Party.

The battalion commander may send a quartering party to the next position before the withdrawal starts. This party is normally made up of battalion headquarters personnel, and representatives from each company (company quartering parties). Company representatives (under the control of your XO are usually your company XO, first sergeant (1SG), company headquarters personnel, platoon sergeants, and a guide for each squad.

When the company's quartering party reaches the next position, its members reconnoiter and, as appropriate, pick positions, sectors, routes, and OPs for the company. When the company arrives, the squad guides meet and guide their squads into position. The platoon sergeants meet and brief the

platoon leaders on the positions and any other important information. The XO and 1SG meet and brief you.

4. **Planning.**

The battalion commander normally tells you and the other company commanders:

- o when the withdrawal will start;
- o where the battalion assembly area is (if used) and what each company is to do upon arrival in it;
- o where each company assembly area is;
- o what routes to take from the company assembly areas to the battalion assembly area or next position including passage of lines;
- o the size, composition, mission, and commander of the battalion DLIC;
- o upcoming battalion and company missions;
- o when to move company vehicles to the rear; and
- o any special instructions on the control of TOWs and mortars.

Based on the information received from the battalion commander, you plan for and tell your platoon leaders, XO, and 1SG:

- o when the withdrawal will start;
- o where the company assembly area is and what each platoon is to do upon arrival in it;
- o where each platoon assembly area is;
- o what routes to take from the platoon assembly areas to the company assembly area;
- o the size, composition, mission, and commander of the company DLIC;
- o upcoming company and platoon missions;
- o when to move company vehicles to the rear; and
- o any special instructions on the control of TOWs and mortars.

If the company DLIC is to occupy the OPs and positions of the other companies, the company commanders concerned coordinate the time and sequence of the changeover. The changeover must occur at the designated time and before the companies begin their withdrawals.

The DLIC FSO chief obtains the consolidated battalion fire plan from the FSO, and coordinates all indirect fire for the DLIC. In some cases, however, the FSO may remain with the DLIC.

5. **Conduct of the Withdrawal.**

Before the withdrawal starts, all company vehicles and equipment not needed for the withdrawal are moved to the rear. They may be moved to the next position or to an assembly area where they will

linkup with the company. Your mortars are also moved to a position from which they can support the withdrawal. Several positions may be assigned to the mortars along the withdrawal route to allow continuous coverage.

At the time specified in the battalion order, the withdrawal begins. Soldiers move from their fighting positions to their squad's assembly area, and the squads then move to their platoon's assembly area. The platoons then move to the company assembly area. When all personnel and equipment are accounted for, your company moves as directed by the battalion commander. The complete move is characterized by stealth and secrecy.

When the battalion's main body is at a predesignated location, after a predesignated length of time, or on command from the battalion commander, the DLIC withdraws. It follows the same basic plan as the main body used.

6. Relief in Place

In a relief in place, a deployed force is replaced by another unit which assumes the mission of the outgoing unit. The tactical situation will dictate whether the relief will be conducted during daylight hours or during periods of limited visibility. The preferred time to conduct a relief is at night. Before the relief operation, the incoming unit moves to a planned assembly area behind the unit being relieved. There are four methods of conducting a relief in place which apply to the company team as part of the battalion task force and to platoons as part of the company team. These methods are: one element at a time, all elements simultaneously, center platoon first followed by flank platoons simultaneously, and flank platoons simultaneously followed by the center.

The primary purpose for conducting a relief in place is to maintain the combat effectiveness of committed elements. Additional reasons for conducting a relief in place are:

- o Replace a unit when it has taken heavy losses.
- o Introduce a new unit to combat.
- o Rest a unit due to prolonged operations.
- o Replace a unit for medical treatment or decontamination due to nuclear or chemical contamination.
- o Conform to a larger tactical plan.

7. Planning Considerations.

You must consider the following items in developing your plan:

- o Use an advance party.
- o Reconnoiter at the lowest level possible.
- o Plan as much detail as possible.
- o Assume the outgoing unit's normal patterns of activity as much as possible.
- o METT-T.

- o When you will be responsible for the position (normally when the majority of forces in the position are yours).
- o Plan to locate your command post with the relieved unit's command post.
- o Avoid actions that may lead to detection.
- o Maximize security.
- o Relieve combat support elements after infantry and tanks.
- o Transfer excess ammunition, wire lines, POL, and material to the incoming unit.

Prior to conducting the relief, the incoming and outgoing company teams must exchange certain items of information. These items must be included in your planning. This information must include but is not limited to:

- o Location of individual vehicle and infantry fighting positions.
- o Location of the commanders.
- o The enemy situation.
- o The outgoing company team's plan. This includes the scheme of maneuver, the fire plan for direct and indirect fires, patrol routes, OP locations, locations of sensors, and counterattack plans.
- o Types of weapon systems of the unit being relieved.
- o The time, sequence, and method of relief.
- o The location, disposition, and transfer responsibility for obstacles.
- o Transfer of excess supplies (ammunition, communication wire, POL, etc.).
- o Exchange of equipment.
- o Movement control.
- o Communications-Electronics Operations Instructions (CEOI) information. Both units will be on the outgoing unit's radio net.

You must also consider the following items for movement control:

- o Reconnoiter and designate routes into and out of positions.
- o Traffic control and designation of assembly areas for outgoing units.
- o Ensure guides are provided for the incoming unit.
- o Maximize use of organic transportation assets.

8. **Conduct of the Relief.**

You as incoming company team commander, must reconnoiter the area as you would for any defensive mission. The leaders must reconnoiter each position and check sketch/range cards and siting and

positions of weapons. Your incoming command group sets up in close proximity to the outgoing command group. You and the outgoing commander must coordinate details and agree upon procedures. Your company team occupies positions of the outgoing company team until all of your company team are in position. At this time you may adjust unit dispositions. The outgoing unit normally provides fire support until responsibility for the area passes, usually when the majority of the combat forces belong to the relieving unit. Until such adjustments are made, your incoming unit uses the sketch/range cards, positions, and fire plan of the outgoing unit.

Company teams conduct the relief on forward positions by using one of several techniques. The relieving platoons occupy hide positions and move into the forward fighting positions as relieved elements begin to withdraw to subsequent positions.

Your company team can relieve elements one at a time ([Figure 2-8](#)). This is the most time-consuming method. Company team command posts and combat trains co-locate to facilitate the relief and transfer of equipment, excess ammunition, fuel, water, and medical supplies. Platoons relieve each other one at a time. The relieving platoon moves to the relieved platoon. The relief in place occurs at tank and squad level with the relieved squads and tanks going to a platoon assembly area then to a company assembly area. Once a relieved platoon clears a specified point, (release point (RP)), another relieving platoon starts to move to its relieved platoon's location.

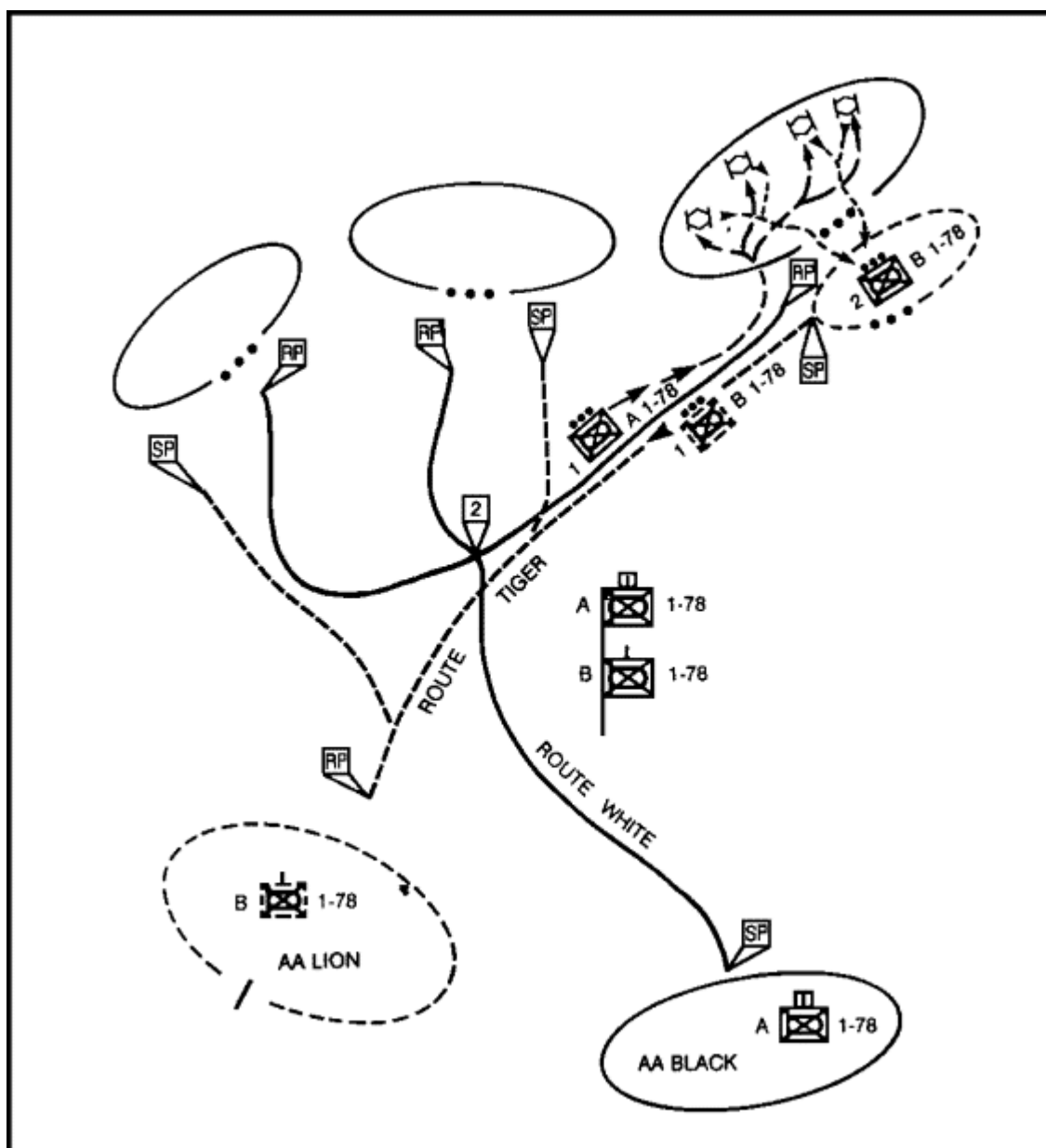


Figure 2-8. Sequential Relief in Place.

The fastest method is to relieve elements simultaneously ([Figure 2-9](#)). This method sacrifices security because all units move at one time. The command groups and combat trains co-locate and exchange plans and equipment. The relieving platoons move along designated routes and relieve the other platoons simultaneously. The relieved elements withdraw immediately once they are relieved.

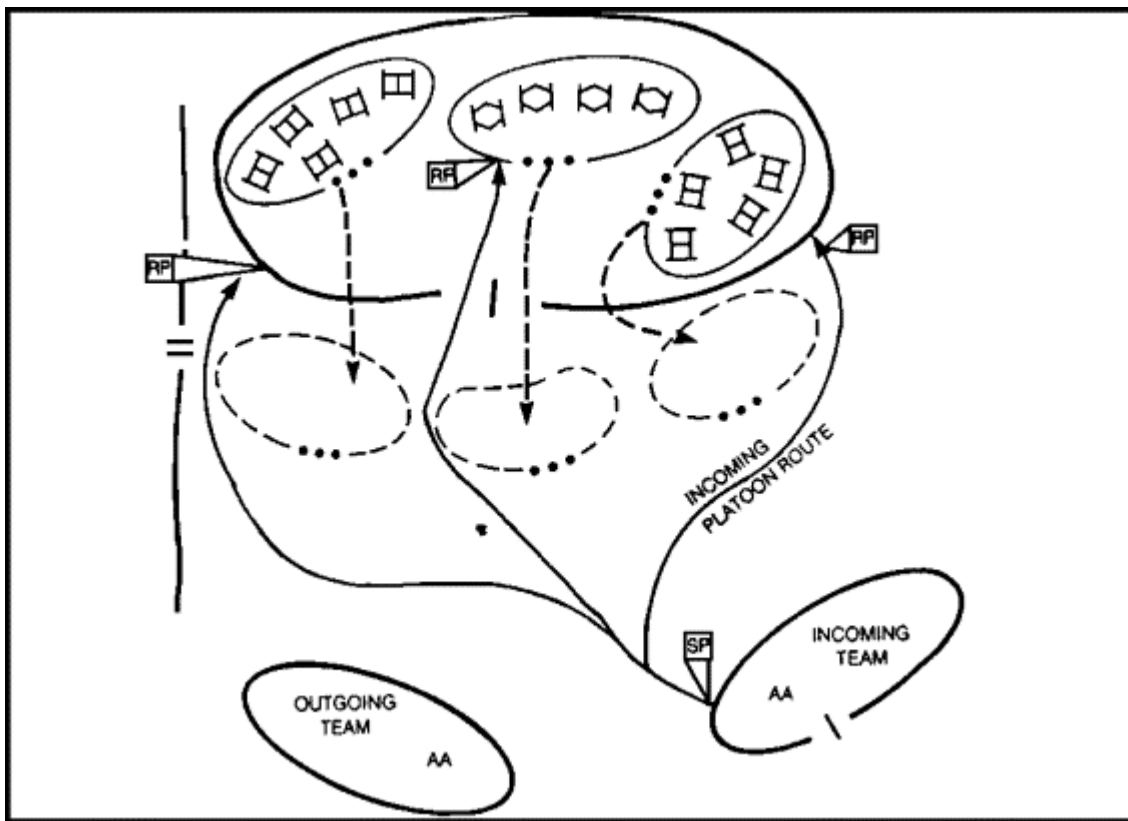


Figure 2-9. Simultaneous Relief in Place.

If speed and security are of equal importance, the relief in place is conducted starting with the center platoon followed by the flank platoons simultaneously. Or the flank platoons could be relieved simultaneously followed by the center platoon.

9. Summary.

This concludes the discussions on conducting a withdrawal not under enemy pressure and a relief. We covered designation and control of the DLIC, duties and responsibilities of the quartering party, and planning and conduct of the withdrawal. We then covered a relief in place. It was stated that the primary purpose for conducting a relief in place was to maintain the combat effectiveness of committed elements. The planning considerations and the conduct of the relief were also covered. We will now discuss consolidation and reorganization following enemy contact.

PART C - CONSOLIDATE AND REORGANIZE FOLLOWING ENEMY CONTACT

1. General.

Throughout the conduct of the defense, the platoon leaders keep you informed of their situation. You must keep the battalion commander informed of the company's situation.

If the enemy is repelled, OPs are established again and patrols may be sent forward to maintain enemy contact. Indirect fire is called on areas where the enemy is likely to regroup. The company reorganizes and prepares for another enemy attack.

2. **Consolidation and Reorganization.**

To prepare for the next attack, you ensure that the squad and platoon leaders accomplish the following:

- o Replace key men lost during the fight.
- o Establish security. If men withdrew from the OPs to their fighting positions, they return to their OPs. If some did not get back to the platoon position, leaders check their status and replace those who became casualties. As soon as feasible, the unit reverts to its security (sleep/alert) system.
- o Treat or evacuate casualties. Casualties are treated as far forward as practical. Those who can, return to their positions. Others are evacuated through medical channels. The dead are reported and the bodies are evacuated.
- o Redistribute ammunition and supplies. Squad leaders distribute remaining ammunition and supplies equally among their men. Ammunition is taken from casualties and distributed. Platoon leaders issue any stockpiled ammunition to their squads, take a quick inventory of other needs, and request resupply (to include barrier materials and medical supplies).
- o Relocate fighting positions and weapon positions, as necessary. During the assault, the enemy may have pinpointed some of the positions. If a platoon leader thinks certain positions are in danger, he may reposition those men and weapons which he feels are vulnerable or which do not have good observation and fields of fire. Leaders recheck sectors of fire and see that they remain covered. Positions are adjusted to maintain mutual support.
- o Re-establish communications. If a phone line was cut during the attack, troops on each end of the line try to find and repair the break. If they cannot, they lay new wire. If a signal, such as a green star cluster, was used to initiate fire, the commander should consider changing that signal because the enemy may know what it means.
- o Replace camouflage. Each soldier checks and, if necessary, replaces the camouflage on existing positions and camouflages new positions.
- o Replace obstacles, mines, and boobytraps if enemy troops are far enough away so it can be done safely. This is risky, especially if the enemy has snipers. Troops may have to wait until visibility is poor to do this. Smoke may be used to create poor visibility.
- o Use snipers. Before an attack is initiated and after it has been stopped, the defending unit may add to its security by using snipers. They should be allowed to move anywhere in the position. They find and hit targets such as enemy reconnaissance parties, infiltration teams, leaders, obstacle-breaching teams, weapon crews, stragglers, and (enemy) snipers.

Conclusion. This completes lesson two, you should know how to conduct a company/company team delay or withdrawal under enemy pressure, conduct a withdrawal not under pressure and a relief. You should also know how to consolidate and reorganize your unit following enemy contact. After reviewing all the material in this lesson, you should complete the practice exercise for lesson two. Answers and feedback for the questions in the practice exercise will be provided to show you where further study is required.

LESSON 2
PRACTICE EXERCISE

Instructions The following items will test your grasp of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, study again that part of the lesson which contains the portion involved.

Situation: You are a rifle company commander. You have received the battalion defense OPORD, and are reviewing steps you must consider as you prepare for the defense.

1. Your unit is preparing to conduct a withdrawal while the enemy is attacking and you must pass through a friendly unit to your rear. You coordinate with that unit by
 - ☐ A. sending your XO to coordinate the passage of lines.
 - B. meeting with the commander of the unit to your rear and exchanging plans.
 - C. sending a quartering party to coordinate with that unit.
 - D. tasking the DLIC to conduct the passage of lines coordination.
2. The battalion commander has given your company a mission to delay in sector. He assigned two delay lines and set a time on each delay line. Your company must
 - A. move from one delay position to another as directed by the battalion commander.
 - B. keep the enemy forward of each line until the time set for that line.
 - C. conduct a leapfrog maneuver from delay line to delay line.
 - D. disengage its platoons separately from delay lines to delay line.
3. You are planning for the execution of a delay. You are aware that a delaying action is characterized by
 - A. operations on a wide front with maximum forces in contact and minimum forces in reserve.
 - B. lack of information on the location of enemy forces, and when the enemy will attack.
 - C. rapid movement to the rear.
 - D. companies planning and executing the delay independently.

4. In planning the delay you are considering how to avoid becoming decisively engaged. To avoid decisive engagement, you
- A. engage the enemy at maximum range of all weapons.
 - B. conduct continuous reconnaissance to establish and maintain contact with the enemy.
 - C. occupy positions long enough to force the enemy to deploy; then develop the situation and maneuver to attack each position.
 - D. make maximum use of terrain.
5. The battalion task force which your unit is attached to directs you to conduct a relief in place and replace a deployed company team. The primary purpose for conducting a relief in place is to
- A. maintain the combat effectiveness of a committed force.
 - B. replace a unit when it has taken heavy losses.
 - C. withdraw a committed unit for a priority mission.
 - D. rest a unit due to prolonged operations.
-